



# FY2020

## PERFORMANCE MANAGEMENT REPORT

# Mission

*To elevate quality of life through excellent City services.*

This FY2020 Performance Management Report includes measures for 21 key metrics, a quantitative assessment of our qualitative performance and a list of key accomplishments achieved and honors received from across all City departments. The information is organized by COVID-19 Response and Recovery, 29 objectives within our six strategic priorities, and our six core values. Our FY2020 began on July 1, 2019 and ended on June 30, 2020. It is also important to note that FY2020 is the first year under our [Strategic Plan](#), which is a four-year plan. We are learning and iterating as we go, and this report is one of our attempts to be transparent about our journey under our new plan.

## Key Metrics

During our November 19, 2019 prioritization workshop with City Commission, we selected 37 metrics out of the 140 included in the Strategic Plan to create our [Key Metric Dashboard](#). At our February 25, 2020 FY2020 Mid-year Performance Management Update, we shared early results for these metrics. We currently have successfully built out details on 21 of those metrics and will continue to work to add the remaining key metrics and explore other metrics to include on our [Open Performance](#) webpage. We encourage you to review our [Demographics Statement](#) to understand how we are working to disaggregate all data by race, ethnicity, gender identity and geography where available.

For each metric on our dashboard, you will find the following information:

- Metric name
- Most recent data point/measure
- Timeframe for the metric (often calendar or fiscal (July 30 – June 1) year)
- Status (goal met, near goal, measuring (goal not established yet) or goal not reached)
- Goal
- Additional details (via see more link), including:
  - [Performance over time](#) (we've worked to show 5 years of historic data when available)
  - [View Source Data](#) (the raw data for all metrics is publicly available so people can download the data and perform their own analysis)
  - [About the Data](#) (where does the data come from, how is it collected, who collects the data and how often is the data collected)
  - [Why It Matters](#) (why does tracking this data and metric matter)
  - [Impacts since March 2020 Stay at Home Order](#) (have there been or are there expected impacts to the data due to COVID-19 or civil unrest)
  - [Demographics Disaggregated](#) (data broken down by race, ethnicity, gender and geography where available and relevant)
  - [More Details](#) (additional details)



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## **Quantitative Assessment of Qualitative Performance**

In early 2020, we procured Envisio, a web-based software platform, that allows us to identify, track and measure our qualitative performance. Every department is using Envisio to identify the key activities they work on in alignment to priorities, objectives and strategies in the Strategic Plan. In addition, every department has selected which projects they are working on that represent the best example of our core values across the City.

Our staff have worked intensely over the last several months to get Envisio deployed and all necessary staff trained on this new platform. We are sharing some preliminary results in this report for FY2020. Each priority and objective will have a status and progress measure. These measures roll up all of the work reported on within that respective priority and objective. Staff identified whether each activity was on track, some disruption, significant disruption or completed as a status measure. Envisio then aggregates all of these, applying equal weight to every activity. In addition, staff are asked to report on the percentage completion for each activity (0-100%) and the platform aggregates all of this information to give a total percent completion at the objective and priority level.

Please know that some activities may have started in FY2020 but require more than one year to complete. Those activities have been included in the FY2020 report and will impact the progress measure due to the fact that the activity is not expected to be completed until a future date. Finally, we are early in our experience with Envisio and we continue to better understand how to most effectively use this tool. The FY2020 results that we share will not be a perfect representation of all FY2020 work. But we hope it helps demonstrate the work we are doing to be more strategic, transparent and accountable with respect to the desired outcomes established in our Strategic Plan.

*“We would be thrilled if all of our clients implemented our software like Grand Rapids. They’ve been doggedly focused on the end product and a meaningful set of reports that will provide elected officials and staff the information they need to make decisions. They asked the right questions, took control of the software implementation, and were effective at institutionalizing the use of the software. Everyone has been 100% committed.”* Rob Hines, Envisio Customer Success Manager



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## Key Accomplishments

The bulk of this report is the identification of key accomplishments achieved throughout FY2020. These accomplishments are listed by COVID-19 Response and Recovery, objective and value. Many accomplishments require collaboration across several different departments and those departments are acknowledged for each activity. FY2020 brought a significant amount of unanticipated work due to COVID-19. Staff created FY2020 plans last fall having no way of knowing how much their plans would be impacted by the tremendous amount of additional work that COVID created. This report demonstrates the amazing work staff achieved in response to COVID-19, but also illustrates how much we were able to collectively achieve even during a pandemic.

After the COVID-19 section, the accomplishments are listed by priority and objective and also by value. Our values illustrate how we make decisions and our commitment is to lead with those values in all work. The summary of accomplishments by value is intended to highlight some of the activities that best demonstrate those values in action.

Please note that metrics and the quantitative measure of qualitative performance are only included in the priority and objective sections. We will continue to explore if and how we can report on this information by value.

## Timing and Next Steps

We are pleased to wrap up FY2020 with our first formal annual Performance Management Report. We began our strategic planning journey in October of 2018 when City Manager Washington joined our team. Through his vision and leadership, we created a four-year strategic plan, hosted a FY2021 prioritization workshop, presented a FY2020 mid-year performance management update, passed a FY2020 and FY2021 Budget aligned to our Strategic Plan and completed this full FY2020 Performance Management Report. Staff have dedicated themselves to the implementation of the Strategic Plan. We are very proud of our work over the last year. But much is left to be done.



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We are already full swing into driving FY2021 performance and will shortly launch into our FY2022 budget planning process – both of which are aligned to our plan. Please note some key events over the course of FY2021 identified below:

|             |  |
|-------------|--|
| October 9   | Staff Leadership Retreat   |
| October 30  | FY2021 Re-prioritization and FY2022 Prioritization Workshop with City Commission |
| December 15 | City Manager will propose any mid-year budget amendments as warranted            |
| February 23 | FY2021 Mid-Year Performance Management Update                                    |
| April 20    | City Manager presents FY2022 Preliminary Fiscal Plan                             |
| May 18      | City Manager requests Commission approval for FY2022 Final Fiscal Plan           |

*You can continue to monitor our performance management progress under our Strategic Plan FY2020 – 2023 at:*

[www.grandrapidsmi.gov/strategicplan](http://www.grandrapidsmi.gov/strategicplan)



# COVID-19 Response and Recovery

- Enhanced janitorial and custodial services as a response to COVID-19 including frequent sanitization of common touch points and deeper cleaning schedules (GE O4) (Facilities)
- COVID-19 Stories: At the start of the COVID-19 pandemic GRPL's Grand Rapid History and Special Collections department quickly came up with the idea to have residents submit personal stories of their experiences during the pandemic as a way to document life in Grand Rapids during this time. These stories will become a part of the GRPL's permanent archival collections and will give scholars, historians, and medical researchers a record to study in the future. (GRPL)
- Development of Covid-19 PPE guidelines for all city employees. (Fire)
- Conducted research and helped to facilitate the purchase of PPE to address the Covid-19 pandemic (Fire)
- The federal Coronavirus Aid, Relief and Economic Security (CARES) Act was recently enacted to provide \$150 billion in economic relief for eligible units of local government impacted by the COVID-19 pandemic. Of this amount, Kent County was awarded \$114.6 million. This funding presents the County with an opportunity to assist our local units of government, community partners, and local small businesses who experienced unexpected costs related to the pandemic as well as cover our COVID-19 related expenditures. The City identified and requested \$11,138,131 in pandemic related costs from the County for items including personnel, overtime, hazard pay/special compensation, equipment, supplies, PPE and other. To date, reimbursement requests have been submitted thru July totaling \$877,820.28.
- (Fiscal Services & Comptroller)
- Applied for the Public Safety and Public Health Payroll Reimbursement Program (PSPHPR) offered through the Michigan Department of Treasury. The program was created to reimburse for eligible public safety and public health payroll expenditures under section 5001 of the Coronavirus Aid, Relief, and Economic Security (CARES) Act, Public Law 116-136. The first round is for the payroll expenditures incurred during April and May 2020. The City's total reimbursement requested was \$10,349,826.72. (Fiscal Services & Comptroller)
- Legislative advocacy for COVID-19 response and recovery efforts including securing CARES Act funding to support our community, businesses and city operations. Advocating for additional resources for local governments that did not otherwise receive direct funding at the State and Federal level. (legislative Affairs)
- Onboarded 16 FTEs from multiple other departments that would have otherwise been laid-off at the onset of COVID (Parks and Recreation)

# COVID-19 Response and Recovery

- Implemented vehicle sanitization process to ensure safety for city operators and mechanics in response to COVID-19 (Facilities)
- Facility-specific renovations/modifications as a response to COVID-19 including: secure lockdown of facilities, installation of safe drinking fountains, installation of safety barriers at several front office locations, modifications to collaboration spaces and common areas, increased signage and communications to the public and fellow city-staff, etc. (Facilities)
- Responsible for maintaining documentation for City staff on COVID-19 related information that is provided by the various Emergency Operations Center section chiefs (CSI)
- Provide a data warehouse and repository for COVID documentation (CSI)
- Implemented for restaurant and/or bar businesses to increase the availability of outdoor seating areas in response to COVID-19 physical distancing measures. Outdoor space activation efforts included the following: 1. Creation of Social Zones, providing multiple businesses with the ability to temporarily repurpose public right-of-way for outdoor dining plaza or food courts; 2. Establishment of Social Districts, where alcoholic beverages sold by multiple qualified MLCC licensees may be consumed by purchasers within a Social Zone; 3. Issuance of temporary use permits for expanded outdoor seating on private property. (Development Center)
- Ongoing MLBE engagement for updates on COVID-19 business relief grants & loans (OEE)
- Pivoted plans for the South Division Corridor Plan celebration due to COVID-19 restrictions (Planning)
- Activated the Emergency Operations Center to respond to the COVID-19 pandemic (Fire/Emergency Management)
- Assisted the Urban Agriculture Committee during the COVID-19 pandemic to allow greenhouses, nurseries, stores, etc. to be able to safely sell and provide services to the community to help with food shortages during the Stay Home orders. (Legislative, Executive)
- During spring and early summer, I worked with the Grand Rapids Chamber and DGRI to advance legislation that would allow the City to establish social districts and liquor to go for the benefit of not only our community and visitors but also the businesses who have been devastated by the coronavirus pandemic. (Leg Affairs)
- We expanded the Neighborhood Match Fund (NMF) to include COVID-19 neighborhood/resident resiliency and racial healing post protests. (OEE)



# COVID-19 Response and Recovery

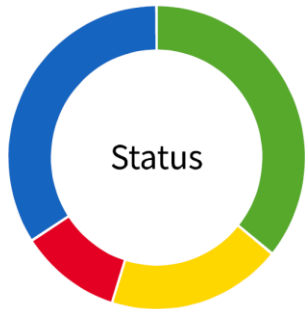
- COVID-19 Stories: At the start of the COVID-19 pandemic GRPL's Grand Rapid History and Special Collections department quickly came up with the idea to have residents submit personal stories of their experiences during the pandemic as a way to document life in Grand Rapids during this time. These stories will become a part of the GRPL's permanent archival collections and will give scholars, historians, and medical researchers a record to study in the future. (Library)
- Legal advice and daily participation in the Emergency Operations Center related to the COVID-19 Pandemic including emergency rule changes, eligibility for worker's compensation, Standard Operating Procedures, assist in intake, investigation and resolution of citizen complaints and legal guidance for specific business complaints, meeting protocols and the Open Meetings Act, Emergency purchasing authority, wage garnishments, local construction as an essential business, purchasing from a public officer, quarantine period, state law issues and use of volunteers and photo waivers. Research, advice and representation related to CARES Funding. (Legal)
- Trained GRPD officers on traffic stops during COVID-19 related to the Governor's Stay Home Order, established FAQ and blog (with Chief Payne and City Attorney Hitchcock) to ease fears and eliminate misinformation communicated on social media (Legal, Police)
- Legal advice and daily participation in the Emergency Operations Center related to Civil Unrest including collaboration with Kent County Health Department and Kent County Corporate Counsel related to health orders and agreements for the housing and care of the homeless population. Drafted memorandum to address legal constitutional concerns. (Legal)



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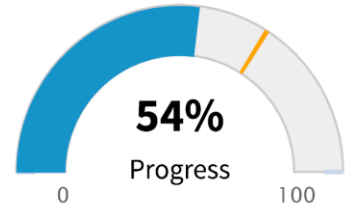
## Overall Summary



- On Track
- Some Disruption
- Major Disruption
- Completed

%

|       |
|-------|
| 35.89 |
| 18.97 |
| 10.97 |
| 34.17 |



### Strategic Priority 1

Owner: Doug Matthews

Progress 59%



|                  | %     | #  |
|------------------|-------|----|
| On Track         | 40.91 | 99 |
| Some Disruption  | 17.36 | 42 |
| Major Disruption | 3.72  | 9  |
| Completed        | 38.02 | 92 |

Objective: 6 Strategy: 32 Activity: 287

Governmental Excellence A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.

### Strategic Priority 2

Owner: Eric DeLong

Progress 54%



|                  | %     | #  |
|------------------|-------|----|
| On Track         | 36.56 | 34 |
| Some Disruption  | 17.2  | 16 |
| Major Disruption | 12.9  | 12 |
| Completed        | 33.33 | 31 |

Objective: 5 Strategy: 25 Activity: 106

Economic Prosperity and Affordability Residents, employees and businesses have pathways to financial growth and security.

### Strategic Priority 3

Owner: Doug Matthews

Progress 45%



|                  | %     | #  |
|------------------|-------|----|
| On Track         | 31.63 | 31 |
| Some Disruption  | 17.35 | 17 |
| Major Disruption | 18.37 | 18 |
| Completed        | 32.65 | 32 |

Objective: 4 Strategy: 22 Activity: 116

Engaged and Connected Community Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.

### Strategic Priority 4

Owner: Eric DeLong

Progress 51%



|                  | %     | #  |
|------------------|-------|----|
| On Track         | 26.97 | 24 |
| Some Disruption  | 30.34 | 27 |
| Major Disruption | 16.85 | 15 |
| Completed        | 25.84 | 23 |

Objective: 5 Strategy: 28 Activity: 146

Health and Environment The health of all people and the environment are advocated for, protected and enhanced.

### Strategic Priority 5

Owner: Eric DeLong

Progress 62%



|                  | %     | #  |
|------------------|-------|----|
| On Track         | 50.0  | 17 |
| Some Disruption  | 17.65 | 6  |
| Major Disruption | 2.94  | 1  |
| Completed        | 29.41 | 10 |

Objective: 4 Strategy: 18 Activity: 36

Mobility Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.

### Strategic Priority 6

Owner: Eric Payne

Progress 56%



|                  | %     | #  |
|------------------|-------|----|
| On Track         | 29.27 | 24 |
| Some Disruption  | 15.85 | 13 |
| Major Disruption | 18.29 | 15 |
| Completed        | 36.59 | 30 |

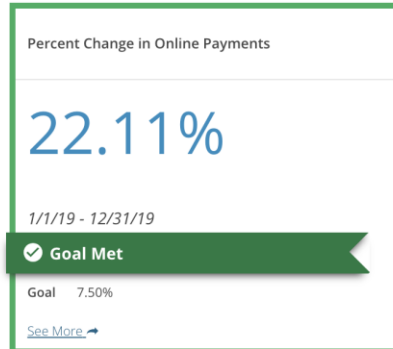
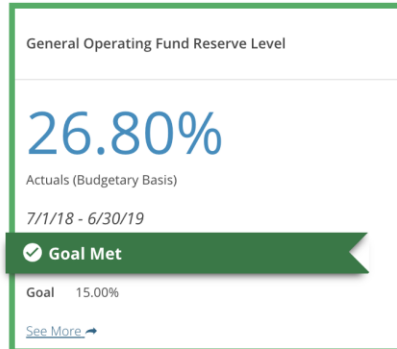
Objective: 5 Strategy: 29 Activity: 101

Safe Community All people feel safe and are safe at all times throughout our community.

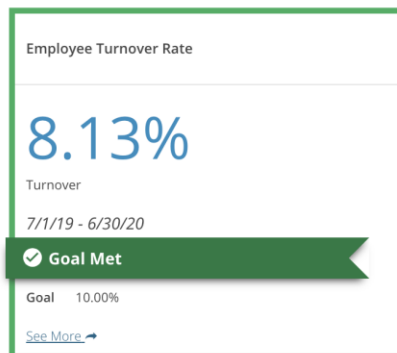
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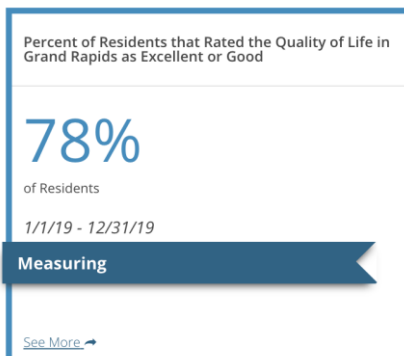
## Foster and maintain fiscal sustainability



## Attract, Hire, Train, and Retain High Performing Employees

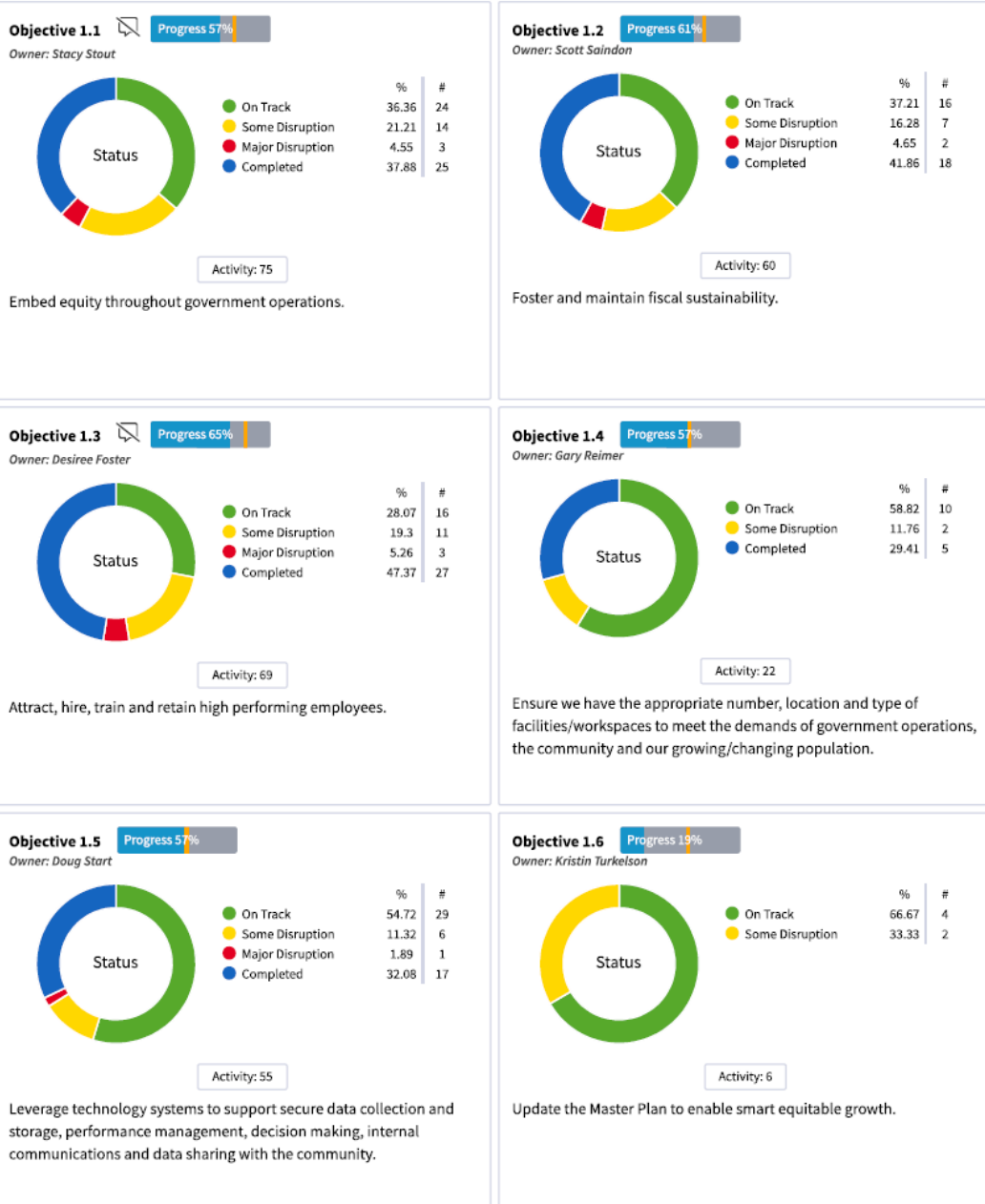


## Update the Master Plan to enable smart equitable growth



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## Obj. 1 Embed Equity

- Created a system that identifies equity projects when departments submit budget requests and help analyze investments in projects intended to achieve equitable outcomes. (OSPM, OEE, Fiscal Services)
- Human Rights Ordinance passed after more than 10 engagement sessions; more than 12 complaints investigated and mitigated (OEE, Legal)
- Cannabis Social Equity Policy passed and Equity Work Group launched including the creation of a governmental non-profit to accomplish the City's desire for more equity opportunities in the business sector (OEE, Legal, PDD)
- Contracted with GVSU and completed LGBTQI+ training for xx people (OEE)
- Language Access Policy Research (OEE)
- Completed the Task Force on Elected Representation via a Commission presentation on February 11, 2020. (OPA, Executive)
- Restructured Office of Diversity & inclusion into the Office of Equity & Engagement. (OEE)
- Created an Equity framework for the City that includes measures, definitions and key pillars of work. (OEE)
- Released an RFP to hire a consultant to help recreate a cross departmental Equity Champions team. (OEE)
- Released an RFP to hire a facilitator to provide equity trainings for elected officials, employees and individuals serving on City boards or commissions. This will support the creation and launch of a comprehensive suite of equity trainings. (OEE)
- Launched Equity Foundations and LGBTQIA+ Awareness City Trainings in FY20. (OEE)
- Economic Development incorporated all of its board (CIAs, Brownfield, SmartZone) into the development and implementation of the Equitable Economic Development and Mobility Strategic Plan (EEDMSP) and began the process of policy and program evaluation. (ED)
- Created an Equity Evaluation Process for Economic Development investments and contracts through the EEDMSP and will be deployed in FY2021. Much of the framework supports the focus on historically marginalized communities and the Neighborhoods of Focus (ED)
- Continued to offer our Recreation scholarship program for low-income youth and families and will look to revise, formalize and grow our recreation scholarship program in FY2021. (Parks and Recreation)



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- Continued to offer our Recreation scholarship program for low-income youth and families and will look to revise, formalize and grow our recreation scholarship program in FY2021. (Parks and Recreation)
- Created an Anti-Racism Task Force to evaluate services to ensure EDI is taken into consideration. (Library)
- Economic Development incorporated all of its board (CIAs, Brownfield, SmartZone) into the development and implementation of the Equitable Economic Development and Mobility Strategic Plan (EEDMSP) and began the process of policy and program evaluation. (ED)
- Collected and built 21 metrics for the Key Metric Dashboard across all 6 priorities. To the extent possible, metrics were disaggregated by race, ethnicity, gender and geography. When specific demographic data was not available, CS/I mapped the data against demographics from the ACS. (OSPM, OEE, CS/I)
- Secured legal opinion on wording to collect data on race, ethnicity, gender identity and geography. (OEE, Legal)
- Incorporated an overview of how the City would like to and currently collects demographics information (race, ethnicity, gender identity and geography) in the new Equity Foundations training on OEE webpage (OEE)
- Economic Development has included a new requirement that applicants for incentives report the participation by MBE contractors and will continue to add additional application and reporting requirements as time goes on and has deployed software to assist in this process. (ED)
- The City's Budget System, Performance Budgeting (PB), was improved to ask if a capital project advances equity. PB also requested the specific location of the capital project so that Ward and Neighborhoods of Focus (NOF) could be accurately identified. (Fiscal Services, OSPM, OEE, Engineering)
- Started exploring how OEE and OSPM can collaborate on environmental and climate justice opportunities. (OSPM, OEE)



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## Obj. 1 Embed Equity

- The Engineering Capital Plan utilizes an equity lens by analyzing our investment plan against communities at higher risk of poverty and discrimination. Primarily by looking at our investment in the Neighborhoods of Focus (NOF) area. In fiscal year 2020, 38% of the Vital street and MDOT grant investment was within the NOF boundaries. For background the NOF comprises 23% of the city's footprint. (Engineering)
- OEE staff have worked on several new policies and revisions to infuse equity - MLBE/EBO policy, Construction guidelines, River ordinances, Human Rights Ordinance, Language Access policy, ERG policy, Professional Development policy, etc. (OEE)
- Equitable Grand River Restoration Initiative (EGRRI): Create equity framework, metrics and deliverables for RFPs/contracts . Mostly done. Some additional template metrics need to be finalized for future RFPs/contracts. (OEE)
- The Commission approved 2020 Legislative Agenda prioritized legislation, public policy and investments that are sustainable and equitable. Worked with the legislative committee to create a legislative priority agenda which was approved by the full City Commission for 2020. The legislative priority agenda prioritizes legislation, public policy and investments that are sustainable and equitable. The top 4 legislative priorities include: prevention of childhood lead poisoning and exposure; local options and tools to support increased housing; river restoration and revitalization project; and district court funding reform. Principles and areas of focus for legislative affairs are also detailed in the agenda for 2020.
- Manage Third Ward Equitable Development Fund. The City Commission approved a total of \$517,500 in Third Ward Equity Fund investments and authorized execution of contractual agreements for the following in FY2020:
  1. Keeping People in Their Homes project – \$232,500 in partnership with Next Step of West Michigan (BA20-3 / 8-27-19); and
  2. Seeking Safety Support Services Fund – \$35,000 in partnership with the Family Outreach Center (BA20-3 / 8-27-19).
  3. Lead Awareness and Education – \$50,000 for Well Design Studio to continue campaign outreach activities (BA20-7 / 10-22-19).
  4. Business Retention Incentive Program – \$200,000 appropriated in the Economic Development Department – Community Promotions (BA20-11 / 1-21-20).





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## **Obj. 1 Embed Equity**

- The City Commission approved a total of \$232,500 in Third Ward Equity Fund investments in FY2021
  - Amount Set-Aside for Third Ward Equitable Economic Recovery post COVID-19 Crisis. Appropriated as part of the adopted budget in FY2021 - \$232,500 appropriated in the “Contractual Services” expense object in the Economic Development Department within the General Fund (1010-728-1000-8010). (Fiscal Services)
- Translate budget summary document(s) to Spanish and publish online and in print allowing Spanish speaking citizens to understand budget highlights. The City's Popular Annual Budget Report (PABR) is a concise (approximately 15 pages) summary of the Annual Final Fiscal Plan/Budget. This document provides information about the budget process, budget guidelines, asset management, and fiscal highlights. It is designed for quick consumption and ease of understanding. There are charts and graphs displaying a variety of budget data including property tax, income tax, Citywide and General Fund revenues and expenditures, personnel positions by department and cost of services for residents. The PABR budget summaries are available on the City's website in both English and Spanish. The FY2019 through FY2021 are currently available. Additional historical years may be made available in the future. (25% complete through FY2020). (Fiscal Services)
- Implement GARE Racial Equity Toolkit in Parks Department policy initiatives. The Government Alliance on Race and Equity's Racial Equity Toolkit was used in FY20 to develop the tobacco-free parks policy initiative, sponsorship policy, and park acquisition property evaluation matrix. (Parks and Recreation)



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## Obj. 1 Embed Equity

- Co-create process to capture equity analysis of FY21 budget submissions, with a focus on capital projects, NOF, tiered equity focus, etc. The City's budget software has been modified to include fields that ask if capital projects and supplemental requests (operating budgets) advance equity. Data can be extracted which includes the requested budget (dollar amount), location (for Capital Projects), a brief explanation, and the ability to attach a memo or other supporting documents. If the project is located in a NOF, that information is captured when the department enters the specific address/location of the project. For General/Regular budget requests, each department received an Open Form survey link in the budget instructions from the Budget Office to capture up to 5 equity strategies the Department would like to highlight. Some of those strategies will have an associated dollar amount that is in the general/regular budget request, and some strategies, such as change in practices, might not have a dollar amount assigned. For each strategy, the survey will ask for an associated dollar amount if any, a brief and concise narrative on how it advances equitable outcomes, proposed measures to track progress of the strategy in advancing equity, alignment to Strategic Plan priorities and objectives, and potential NOF geographic impact. Equity Office attends Executive budget reviews and provides a written analysis of the Department's budget through the lens of equity. (OEE, OSPM, Fiscal Services)
- Coordinate training and materials ("how to guides") and learning strategy for FY21 Budget submissions. Reimagined FY21 Budget Submission process to capture equity information. Will further iterate for FY22 budget process. (OEE)
- Expand the Drug Court program from 4 to 5 phases for "high risk" drug offenders to increase successful graduation rates 5th Phase for high risk Drug Court participants has been implemented. (Court)
- Run reports to identify taxpayers taken to legal proceedings and ensure that economic criteria is being used fairly and appropriately. Reports are always run before legal proceedings are taken and are based on income earned/total amount due. Highest amount due first is taken to legal proceedings and then it is worked down to the lowest. Court proceedings have stopped for a time due to Covid-19 but all reports have been run to make sure that we are following our own rules and policies. (Income Tax)



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## **Obj. 1 Embed Equity**

- Administered the Supporting Male Survivors of Violence (SMSV) Grant for the local Seeking Safety Program operated by the Family Outreach Center. This five-year project served 500 individuals. Of those youth, 415 participated in at least one Seeking Safety group session and 221 completed at least 9 out of 12 sessions. Over half of participants (302) used at least one additional therapeutic service (e.g., individual therapy, peer support, supports coordination, and eye movement desensitization and reprocessing [EMDR]). Many continued to use these services after their last Seeking Safety group meeting, with 16 participating in EMDR. (CD)
- Implemented the City's Compliance Plan for Indigent Defense Standards 1-4 as mandated by the Michigan Indigent Defense Commission and created an Indigent Defense Coordinator position to maintain program standards and compliance. (CD)
- Department of Law Leadership and Enforcement Division is evaluating innovative programs to determine feasibility for prevention and reducing recidivism. Working to enhance the diversion system and offer more community engagement and education (Legal)
- Work was completed on the report of the Trial Court Funding Commission and it was delivered to the Governor and Legislature. Worked to implement the recommendations of the Trial Court Funding Commission through our West Michigan legislative delegation and Chairman Filler. District court funding reform and equitable investment in district court services is a one of the City of Grand Rapids top 4 State legislative funding priorities (Legislative Affairs, Executive)
- Professional Service Contract for CRC Strategic Planning (OEE)
- Added Major Fund monthly reporting to Fiscal Committee (Comptroller)
- Pursued grant funding for Preventative Maintenance for Bridges through application to MDOT for Oxford Street (over C&O Railroad), Division Avenue (over Plaster Creek), Alpine Ave (over Indian Mill Creek), and College Ave (over Mid-Michigan Railroad) bridges (Engineering)
- Received \$137,658 in rebates from Consumers Energy (Engineering)





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## **Obj. 2 Fiscal Sustainability**

- Automated notification of COGR departments for Fleet Equipment Preventative maintenance services due (Facilities and Fleet)
- Approved budget amendment on August 11, 2020 which requested (21-03) appropriating General Fund balance in the amount of \$840,500 and Facilities Operating Fund Retained Earnings in the amount of \$37,500 for various expenses related to the response to the coronavirus pandemic as well as initiatives to aid with economic recovery and current restrictions. It is anticipated that the City of Grand Rapids will receive reimbursement for these costs through the CARES Act funding allocated to Kent County. Through their process, expenses must be incurred before an application for reimbursement can be submitted. This funding is designated for items including: Census work, City Hall visitor management, election costs, the Homeless Outreach Team, and technology. (Fiscal Services)
- Maintained policy level reserves in various funds to safeguard against economic downturns and other financial uncertainty. (Fiscal Services)
- OPEB: Unfunded Actuarial Accrued Liability (UAAL) liability equaled \$36 million as of 6/30/2019 (down from \$104 million in FY2017 and \$216 million in FY2009); OPEB percent funded as of 6/30/2019 is 65.99%; General Pension percent funded as of 6/30/2019 is 79.57%; Police and Fire Pension percent funded as of 12/31/2018 is 80.59%.(Fiscal Services)
- "2.4KV to 7.2 KV Primary Circuit Conversion" is currently in the construction phase and we are approximately 75% complete. We're on scheduled to have this work complete by the end of 2020. We have completed the removal/replacement of 4 primary circuits that cross over our highways. This work was done at 131/Burton, 131/Hall, 196/Sinclair, and 196/Grand.



# Governmental Excellence

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## Obj. 2 Fiscal Sustainability

- Engineering has continued to manage the as-needed construction agreements for the use of other City Departments. These agreements include: general trades, roofing, abatement, façade restoration and surface lot improvements. By housing these agreements with Engineering, general maintenance and emergency repairs can take place quickly and in accordance with corresponding asset management plans. Agreements that specifically tie back to asset management plans are the roofing and surface. For both of these, each spring Departments together with Engineering call on assigned contractors to perform annual preventative maintenance inspections (PM). These PM's are focused on finding repair items that should be done to extend the life of the respective City assets as well as provide a timeframe on anticipated capital projects so they may be incorporated into 5-year budgets.
- Engineering has continued the implementation of the parking structure asset management plan. This plan has been in place since 2014 and consists of a biannual inspection of each parking structure as well as Calder Plaza. The focus of these inspections is to identify the overall condition of the structures and incorporate minor repairs that will extend the overall life of each location. With this approach, large capital projects on high demand parking structures are extended into the future, allowing for future savings and planning. (Engineering)
- An important element to develop an asset management system and plan is to understand the current condition of the asset. The City has contracted with the Grand Valley Metropolitan Council (GVMC) to provide this information on all of our Local streets. While the Federal Aid streets in the City are surveyed as part of their base services, the 2019 information for the Local streets was the result of a City investment of \$13,915.04. The City Commission has approved funding for 2020 in an amount of \$15,000. We experienced some disruption in data collection in 2020 due to the COVID-19 pandemic. (Engineering)
- All of our facilities continue to be managed in accordance with our asset management plan. We have successfully funded and are in the process of completing all projects identified in our FY20 plan. (Facilities)
- Automated billing and streamlined processing to reduce staff time and resource requirements. (Income Tax)



# Governmental Excellence

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## Obj. 2 Fiscal Sustainability

- The following departments maintain major infrastructure that is 100% included in a formal asset management plan (AMP): Traffic Safety (Includes Signals System), Parks (millage evaluation process and asset assessment review), Cemeteries, Golf Course, Forestry (Sustainability Plan), Public Library, Street Lighting (Energy, Lighting and Communications), Water, Environmental Services, Stormwater (Level "C" of Service), Parking, Streets (Includes Bridges), Sidewalks, Facilities Management, and Fleet Management. These departments update their AMP's annually often as part of the budget development process. Additionally, the Water and Environmental Services Department update their Comprehensive Master Plans (CMP) every five years. Water and Sewer Departments FY2021 budget for CMP is \$200,000 each. A summary description of each department's AMP is available from the Fiscal Services Department. Here are a few excerpts: 1) Water: The Water System is required by the Department of Environment, Great Lakes and Energy (EGLE) to develop and maintain an asset management plan (AMP). The asset management rule in Michigan's Safe Drinking Water Act aims to ensure that water systems are considering all costs as they plan for the future. 2) Facilities: The AMP includes a 5, 10, and 25 year planned replacement program and adheres to industry best practices to provide well maintained and energy efficient facilities. 3) Fleet: The AMP includes a replacement guideline along with a 5 and 15 year planned replacement forecast – both of which adhere to industry standards accepted by the National Association of Fleet Administration (NAFA) and the American Public Works Association (APWA). Facilities and Fleet Management includes the City's Fire Stations as well as the recent addition of the Fire Department's Apparatus Reset Plan. (Fiscal Services)
- Maintain the list of all Capital assets managed and report on them. Status updated to "Completed" (City Comptroller)
- Law Department continued to explore opportunities to provide additional in-house legal services to City departments. We better cross trained our current staff making the department deeper in terms of talent and experience for our existing legal services. (Legal)
- All Fire Department apparatus are now accounted for in the fleet management program. (GRFD)
- An A3 problem solving tool has been initiated for the fire department capital and building maintenance programs. (GRFD)





# Governmental Excellence

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## **Obj. 2 Fiscal Sustainability**

- FY2020 Park millage projects leveraged at total of \$1,623,665 for projects at Roberto Clemente Park (ESD \$300,000, MDNR \$241,000), Plaster Creek Family Park (Wege Fdn \$270,000; ESD \$101,750), Raspberry Field (Junior League \$50,000; Kompan Playgrounds \$50,000; Capital Improvement Fund \$97,715), Richmond Park (ESD \$362,000), Ken-O-Sha Park (NRPA \$150,000), and Covell Dog Park (resident fundraising, \$700). FY21 projects have secured \$1,008,000 to date for projects at Garfield Park (MDNR, \$300,000), Veterans (Capital Improvement Fund \$176,000), Camelot Park (CDBG \$150,000), Riverside Park (MDNR \$150,000), Sigsbee Park (Wege Fdn \$60,000), Richmond Park (Mitten Fdn \$12,000) and Rosa Parks Circle (Ecliptic Conservancy \$160,000). (Parks and Recreation)
- Achieved a one-year grant extension for Fire Prevention and Safety grants. Revisions are in process for Covid-19 related funding. (GRFD)
- Designed a mobile-permitting pilot to experiment with on-site issuance of building and trade permits in neighborhoods and business districts – implementation is on hold due to the pandemic (PDD)
- Enacted several measures expected to save approximately \$500,000 including a modified hiring freeze for non-essential services, travel limitations and other cost reductions during the end of FY2020 (Executive, Fiscal Services, HR)



# Governmental Excellence

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## Obj. 2 Fiscal Sustainability

- The City's financial status is regularly reviewed by nationally recognized municipal bond rating agencies. The City's most recent Sanitary Sewer System revenue bonds were issued in February 2020 and received ratings of Aa2 Stable Outlook from Moody's and AA Stable Outlook from Standard & Poor's. The City's Water Supply System received ratings of Aa2 Stable Outlook from Moody's and AA Stable Outlook from Standard & Poor's for its most recent issue in June 2020. The City's most recent limited tax general obligation (LTGO) bond ratings were issued in November 2018 and received ratings of Aa2 Stable Outlook from Moody's and AA Stable Outlook from Standard & Poor's. The Bond Ordinance requires that the Revenues generated by the System must be sufficient to meet the cash requirements of the System which include: (a) System administrative, operation, and maintenance expenses; (b) debt service requirements on bonded debt; and (c) expenditures for capital improvements not financed from bond proceeds or contributions. In addition, the City covenants and agrees that it will, at all times, prescribe and maintain and thereafter collect rates and charges for the services and facilities furnished by the System which, together with other income, are reasonably expected to yield annual Net Earnings in the current fiscal year equal to at least one hundred twenty percent (120%) of the Annual Principal and Interest Requirement for System debt not including Junior Lien Bonds in such fiscal year. Water most recent from FYE June 2019 was Senior Debt Coverage 2.30x and All Debt Coverage 1.99xSewer most recent from FYE June 2019 was Senior Debt Coverage 1.32x and All Debt Coverage 1.29x. (Fiscal Services)
- Moody's Annual Issuer Comment Report published on September 4, 2020. Received a Aa2 stable rating which means we were able to keep our rating through the pandemic as we are still considered high quality and this rating is slightly stronger than the US cities median of Aa3. The key credit factors include a robust financial position, a considerable tax base, an adequate wealth and income profile, a light debt burden, and a significant pension liability. (Fiscal Services)



# Governmental Excellence

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## **Obj. 2 Fiscal Sustainability**

- Water, Sewer and Parking Operations Funds are projected to meet policy level reserve target of 25% of total expenditures through FY2025. The combined Major and Local Streets Funds are projected to meet policy level reserve target of 15% through FY2023. The GOF is projected to meet policy level reserve target of 15% through FY2024. (Fiscal Services)
- PFM has been retained to provide arbitrage rebate analyses for a total of ten bond issues identified as requiring calculations. To date, the analyses has been completed for two of the series: GRBA 2010A GO Limited Tax bonds and 2017 LTGO DDA Improvement bonds. Both issues were deemed in compliance with no cumulative rebate or yield restriction liability determined. The analyses for the remaining eight bond series remains pending with no anticipated completion date specified by PFM. This activity will be updated upon receipt of additional analyses from PFM. (Fiscal Services)
- Use the yearly Water System Rate Study to evaluate fees and services that are provided to the community. The 2020 Rate Study is currently underway. On January 1, 2020, the rate increase was 2.47% for the Water System and 3.49% for the Sewer System. This was the 43rd annual rate study which is a comprehensive review of operating and capital costs of the Systems and accounts for customer base variation and uses. The process ensures total cost recovery and ensures maintaining the financial health of both operations (Water)
- Cost savings (\$5.2M) achieved via new health insurance provider. (HR, Fiscal Services)
- Implemented new “mobile assessor” tool to speed the property value assessment process in the field (Assessor)
- Invested in software solutions and processes to promote more customer self-service and payment options (CS/I, Treasurer)
- Saved \$500,000 in electricity costs after implementing negotiated rate changes
- Realized \$500,000 in savings by continuing the in-house trench repair program (DPW, ESD)
- Increased online payments by 22.11% (Treasury)



# Governmental Excellence

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## Obj. 3 Employee

- Approval for a new fire academy class with 12 recruits (GRFD)
- Effectively closed out remaining/outstanding items related to the 2017 Segal compensation study (HR)
- Onboarding and launch of Organizational Development and Wellness personnel/programs (HR)
- Number ONE employer to hire more GROW1000 students than any other public, private or non-profit - 26 students were hired for work , as Park Ambassadors, Green Stewards, and positions at Indian Trails Golf Course (Parks and Recreation)
- Created and adopted an Employee Resource Group Policy (ERG) as well application forms and Implementation Plan on departmental training for ERGs (OEE)
- Professional Development Policy drafted and sent to Human Resources Department for implementation and administration (OEE)
- Completed EEO4 biannual reporting requirements. (OEE)
- Completed training with internal partners in the police department to identify Bias Crime Reporting under the Human Rights Ordinance. (OEE, GRPD)
- Identified partners to collaborate with on creating a marketing campaign to educate public and internal partners on the HRO. (OEE)
- Restructure the Rosa Parks Essay Contest to be for GRPS students and youth who live in Grand Rapids.OEE (Suzette Long) to work with Grand Rapids based schools Fall 2020. (OEE)
- Established a LGHN Chapter chapters of the National Forum for Black Public Administrators (NFBPA) and Local Government Hispanic Network (LGHN) and with the City of Grand Rapids. (OEE)
- Established a NFBPA Chapter with the City of Grand Rapids.(OEE)
- Established Mobile HR program which is a program to allow employees to meet with HR representatives, ask any questions about benefits, and update HR records such as emergency contact information, beneficiaries, and review their personnel file. Various members of the team visit different departments each month starting late FY19 and commencing through FY20. The Mobile HR program continues to operate virtually as a result of COVID-19. (HR)





# Governmental Excellence

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## Obj. 3 Employee

- Implementation of electronic onboarding system. This system implementation was final approximately March 2020. The electronic onboarding system allows employees to complete new hire forms, review relevant policies and city mission, vision and values in an electronic portal. Employees also watch required videos including city manager welcome, benefits overview, and safety training in this portal in advance of the start of their employment. This creates a more efficient new hire orientation process and reduces time employees spend completing paperwork in the new hire orientation meeting and allows them to get to their new work environment sooner. This system also allowed HR to conduct seamless virtual orientations for new hires starting during the COVID 19 shutdown. (HR)
- Re-establish employee recognition program. ACE Program was promoted by the City Manager at town hall meetings beginning in Feb. 2020. ACE recognition online platform launched in May 2020. As of 9/16 there are 63 public recognitions on the website, both for individuals as well as for small groups, teams, and departments. The ACE recognition program also is used informally during conversations and emails. For example, City Manager has given verbal recognition's at Top Management meetings. The more tangible ACE Awards and ACE of the month will occur in FY21. (HR, Executive)
- OEE, in partnership with ERGs and HR drafted a Professional Development policy and Employee Resource Group (ERG) policy. (OEE, HR)
- Implement negotiated adjustments to parental leave, sick leave, and bereavement leave policies. Created a Parental Leave benefit (varying from 2-4 weeks depending on union), brought all employee groups back up to a sick leave accrual of 8 hours per month, and added qualifying relatives to our bereavement benefit. (HR)
- Established a committee to evaluate and implement flexible scheduling/work arrangement policy (HR)
- Completed Segal compensation study implementation and begin planning for periodic compensation studies organization wide. (Executive, HR)
- Established benefits and health & wellness committee in March 2020 that meets monthly with 12 staff including representation from every bargaining unit and each major City location. A wellness Champion Network was organized and met biannually including 25 employees that will support communicating to team members about wellness opportunities and communicating with the Wellness Committee any ideas or needs they see. (HR)
- Revised Parking Incentive program. (HR)
- Reviewed vacation accrual policy. (HR)



# Governmental Excellence

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## Obj. 3 Employee

- The annual Health and Wellness Incentive was adjusted in 2020 to encourage participation and remove barriers. Such adjustments include the removal of onsite biometrics in consideration of COVID-19 distancing strategies and encouraging individuals to go to their primary care physician. Accepted physician dates include any from 12/1/2019-12/31/2020. Further, the BMI criteria, nicotine affidavit, and online behavioral health assessment were removed. (HR)
- Provided over 30 days of low-cost or free physical and mental wellness activities specifically for City staff. With onset of COVID the department offered 6 free virtual classes each week. (Parks and Recreation)
- Piloted HireReach evidence-based selection process. The HireReach project team attended monthly trainings and consulting meetings throughout 2019 to learn and begin to implement this approach at the City of Grand Rapids. Informational meetings with the stakeholder groups of the City's cabinet and 60 hiring managers were conducted in August 2019. Additionally, as a part of the cohort participation half day trainings were provided from the Grand Rapids Urban League on Implicit Bias. A pilot of the evidence-based selection process was initiated in July 2019. The pilot job family used for this process was the administrative support job family and was expanded to support services, finally allowing hiring managers to opt into the hiring process. In FY2020 18 positions were filled using this process. During the pilot the assessment vendor provided notice that they were no longer going to be in the business of workforce. As a result the consultant team researched additional options and a new product began being developed for use in assessment testing. The HR team is currently learning to utilize the new tools, which does require some process adjustments, while the software is in beta testing mode. This project had some disruption due to COVID 19 and the resulting hiring freeze. (HR)
- GRFD Recruitment Taskforce activities. Ongoing activity. Your Academy, ROTC outreach, GRFD recruitment team and events such as Unity in the Community. Participation in the Grow 1,000 initiative. (HR, GRPD)
- Work with ACM, HR and others to create an organizational, leadership and staff development program aligned to the Strategic Plan; Staff culture retreat. (OSPM)
- Online training content has been loaded into the Learning Management System. Training has taken place for over 30 departmental training/LMS administrators. (HR)
- Reviewed job descriptions for all positions. (GRFD)
- Mandated a minimum of 20 hours of job-related training or professional development per employee on an annual basis. (Facilities)



# Governmental Excellence

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## Obj. 3 Employee

- Encourage staff development & participation in seminars/trainings/certifications to align skills and staffing levels with priorities & metrics. Leverage staff feedback & evaluation in this alignment (360 review, 1-on-1s, goal setting & check-ins with supervisors). In FY 2020, the City of Grand Rapids Engineering staff participated in 1,000.5 hours of training, seminars, and certification programs. This includes staff training for maintaining licenses for professional engineering, equity training, new hire on-boarding, professional development, and technology proficiency. Training has become one of our department's key performance indicators and is tracked on a monthly basis. Further, we have improved on our staff evaluations. Focusing on improved timeliness of the semi-annual review. We also continue to expand on staff goal setting, and more check-ins with supervisors. In FY 2020, we were able to leverage training opportunities that were offered at no cost, allowing us to save on budget. (Engineering)
- Revise Employee Evaluation System to align with City's Values Met with evaluation providers and went through a demo with NEOGOV for their PERFORM evaluation system. Began identifying core competencies, which will help shape the performance measurements. (HR)
- Conduct employee skills assessment, create personal development plans Personal development work is being done on a case by case basis at this time via referrals to O.D. Goal setting worksheet for individual professional development was sent to all users in January 2020. (HR)
- Create Leadership Academy for executives, managers, and supervisors/lead workers Leadership Academy team met several times in FY20 to work on core competencies, which will help shape the core skill training needs for the leadership academy. (HR)
- Revamped and Enhanced Election Inspector Training. (City Clerk)
- Continued CGI Navigation, General Accounting and Accounts Payable Classes to Financial System Users These training sessions continue on a monthly basis. (Fiscal Services)
- Built continuity of operations through cross-training administrative staff. One staff member from the Residential Safety Program is trained to assist with payroll procedures. The administrative analyst assigned to the budget is cross trained to assist with purchasing procedures. (GRFD)





# Governmental Excellence

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## Obj. 3 Employee

- Attract high level employees and increase workforce diversity using the appraiser aide position to provide training for qualified applicants. The current Appraiser Aides (2) have completed MCAT certification (Michigan Certified Assessing Technician) and are currently enrolled in MCAO (Michigan Certified Assessing Officer) course with the STC. (HR)
- The Engineering Department hosted two interns during fiscal year 2020. Both interns supported our GIS and asset management programs. Additionally the Engineering GIS and 311 team collaborated with a GVSU mathematics team to set up equity analysis of the city neighborhoods. (Engineering)
- Partnered with Our Community's Children Department (OCC) in utilizing the LEAD program as well as Grand Rapids Community College (GRCC) skilled trades program. We created a collaborative effort with Our Communities Children Department and Grand Rapids Community College to research opportunities to create a skilled trades aide position as part of our grow our own program for succession planning. We successfully recruited and filled two skilled trades aide positions in our department. (Facilities)
- Increase involvement and marketing of Public Works Academy The Department of Public Works continues to play a significant role in the American Public Works Association (APWA) Michigan Chapter's Public Works Academy. Staff participate in the curriculum, teaching, interviewing, site visits and CDL training. (DPW)
- Skilled Trades Stipend - extended through 2021 & creation of 4-year electrician apprenticeship program 8-13-20The City now has a \$8,000 annual skilled trades stipend established and this has been well received by staff. The 4-year electrical apprenticeship has been designed and now is pending final approval by Labor relations, Human Resources, GREIU and upper management. (ESD)
- Launch the iTeam for innovation cultivation within government operations. (CS/I)
- Retained employee talent with 8.13% turnover. (HR)





# Governmental Excellence

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## **Obj. 4 Facilities/Workspace**

- Negotiated acquisition of replacement property for Division Fire Station (ED)
- Negotiated purchase agreement for Kent County Road Commission property as potential replacement for 201 Market operations. (ED/Executive)
- Coordinate evaluation and feasibility of 201 Market facilities relocation in collaboration with Public Works. (Engineering)
- Upgraded/Enhanced enterprise-level solutions for security including video cameras and card access systems
- Modernization of collaborative spaces including upgraded/updated technology to promote remote/telework options
- Improved indoor air quality by increasing the amount of outside air intake. Additionally replaced existing filters with upgraded filters to remove smaller particulates (MERV 13) (Facilities)
- Replaced emergency power backup system reserves at GRPD and Emergency Communications Center (Facilities)
- ADA Accommodation requests (Internal and External) investigated and mitigated: 9 (OEE)
- Move most election functions to a conference room on the 2nd Floor of 201 Market. (Clerk, Facilities)
- Track all facilities in the Capital Assets listings, which are provided to departments each year to make sure we are accounting for all assets, and invoices and programs are reviewed monthly to add new items as they go into service. (Facilities)
- We completed a detailed space utilization review of our facilities. in 2019. This information will be used as our Pre-COVID inventory and be available to use for our future facilities use needs. As we move into Post-COVID operations we can use this information for the review. (Facilities)
- Determine appropriate funding levels for the comprehensive asset management plan. We have developed a comprehensive asset management plan for our facilities. This plan guides us in managing our daily operations our facilities. This plan includes periodically measuring the current state of our facilities and updating the long-term plan for re-investing the appropriate amounts into each facility to properly maintain the assets. Our plan includes investment amounts to comply with strategies and objectives that comply with industry best practices for municipal facilities. (Facilities)
- The GRFD has completed 8 of 11 annual fire station inspections for 2020. (GRFD)



# Governmental Excellence

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## **Obj. 4 Facilities/Workspace**

- Work with senior leadership to locate parks administration and recreation divisions to the Coldbrook location to provide greater public access to water recreation opportunities provided by the department. In February 2020, the city signed an option agreement with the Kent County Road Commission for the potential purchase of 1500 Scribner. A consultant has been hired to do a test fit of the operations at 201 Market onto the KCRC site. Consideration for the relocation of the Parks Administration and Recreation units to the Coldbrook site is part of the discussion. Due to COVID-19, the due diligence period of the option agreement has been extended. (Instead of February 2021 being the latest date to exercise the option, it is now August 2021)
- Review of all facilities to ensure safe and easy access for all visitors and employees; devoid of barriers pertaining to disability, language, or gender We are working through various initiatives to increase security and access to our facilities. We have recently implemented various security enhancement to several facilities as well as beginning to deploy a visitor management system in City Hall. We have also been renovating facilities to ensure we have all gender restrooms and nursing rooms available. We will continue with these initiatives to ensure all city facilities are secure and accessible. (Facilities)
- Draft Language Access policy and strategy. We are on the 3rd draft of the policy. It is expected to be completed and approved by the end of September 2020. The implementation/education training for staff will begin in October and in conjunction with FY22 budget process for departments to allocate funds for language services. (OEE)
- Incorporate accessibility upgrades in park millage projects. Accessibility upgrades are incorporated in every millage project including curb cuts, pathways, parking, restrooms, seating, accessible play equipment, and more. Capital project prioritization framework will include an accessibility audit of all park amenities. (Parks and Recreation)



# Governmental Excellence

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## **Obj. O5 Technology/Performance Management/Internal Communication/Data**

- Maintain the City Digital Workplace as a central hub for staff needing info around health, personal protective equipment, sanitations standards, health checking, Administrative Orders, etc. (CS/I)
- Establishment of agreement for ESRI Data Release with DTE (Engineering)
- Airtable database integration of capital projects to facilitate project planning and data integration. (Engineering)
- As-built drawing database rebuilt, processes revised to better meet the needs of partner departments and assess gaps. (Engineering)
- Internal forms for bid process kick-off revised, moved to OpenForms to facilitate consistency and critical details being incorporated into bid documents. (Engineering)
- Collaboration with and improvement of communication points with Mobile GR in project planning & initiation. (Engineering)
- Developed tools for live tracking of the upcoming Street Lighting LED contracts through ArcGIS (Engineering)
- Continued actively pursuing completion of the Standard Construction Specification update and Qualified Product List with department and agency partners. (Engineering)
- Collaborated with the City's Art Advisory Board on mapping locations of all public art. (Engineering)
- Implementation of new impound lot software, transition from Access DB to TOPS for increased data sharing and open data access (Facilities)
- Created tools to allow outside agencies to order critical PPE items from our EOC storeroom
- Creation of Power BI dashboards for critical storeroom functions, PM services, and fuel system data (Facilities)
- Implemented new HVAC controls (Tracer Ensemble) to create a more sustainable and economic climate control for COGR facilities (Facilities)
- Collaborated with City Treasurer to deploy citywide cybersecurity training for all employees, with 100% compliance. (IT, Treasurer)
- Socrata open performance and open data modules were built to support and visualize the strategic plan priorities and metrics. (CS/I, OSPM)
- Analyzed, collaborated and revised internet protocols for use of city wifi in compliance with First Amendment rights (Attorney)





# Governmental Excellence

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## **Obj. O5 Technology/Performance Management/Internal Communication/Data**

- Continuation of KPI program utilized by the Public Service Group. The department has placed a high priority on using data to drive continuous improvement. Each service area of the department has a separate dashboard that looks at financial, operational, customer service, and leadership focused information. It is updated monthly and reviewed as a team. All established benchmarks tie back to the City's strategic plan objectives. Countermeasures are defined and used to drive change. (DPW)
- V4 of the data governance playbook completed and implemented for the building of the metrics for the strategic plan. (CS/I)
- Develop visualizations to report out on the impacts/policy/projects Several metrics and measures were developed during FY20. The open data portal was updated and now resides in Socrata. We had 54 data sets at the project start and we now have 157 full sets. Several visual stories and information have been launched to our public. (CS/I)
- 265 services digitized in FY 2020 (CS/I)
- Continued development of digital services online, work to embed sister services from like agencies. CS&I continues to work with partner departments in launching new services. During COVID we were able to identify 9 new services to digitize to bring government closer to our community. (Customer Service and Innovation)
- Upgraded to ArcGIS 10.6 (IT)
- Conduct Internal Customer Survey to determine technology satisfaction and service delivery targets . CSAT is in place and we are tracking metrics monthly. (IT)
- Parking SCADA Network was migrated to US Signal (IT)
- Open and Smart City Charter drafted and under review by the City iTeam (CS/I)
- Completed technology solution inventory - metric cloud based solutions and solutions compliant with security standards for payment, privacy (IT)
- Relaunched the IT Steering Committee (IT)
- Main updates have been made to modernize the law library to incorporate modern technology and a modern workspace that will promote innovation and creativity (Legal)
- Designed and deployed a framework for staff to implement the strategic plan using Socrata and Envisio (OSPM)
- The Engineering department continues to prioritize 14 department key performance indicators across four focus areas: Financial, Business Operations & Process Improvement, Customer Service, and Leadership & Development. Monthly meetings are held to review KPI goals and are used to guide operational decisions. (Engineering)





# Governmental Excellence

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## **Obj. 05 Technology/Performance Management/Internal Communication/Data**

- Complete governance plans for enterprise solutions CityWorks (IP), Accela ( C ), GIS ( c ), CRM ( C ), BS&A (IP) CityWorks, Accela, GIS and CRM governance plans completed. BS&A is under development at this time. Additional datasets added to the Socrata open data portal with open data census 103 datasets added to the Socrata open data portal an additional stories and visualizations added to the open data portal. American Community Survey information 2010 - 2019 added to the open data portal. (CS/I)
- Develop data science standards for analysis of metric data which aligns to effective storytelling and measurement. Completed and implemented in FY 2020 (CS/I)
- Formalize the collection of data process to ensure use by community for analysis. We have developed a process where quarterly CS&I present data to the Neighborhood Associations, conduct a data visualization presentation to feed our partners with data and tools available to look at their specific City NA (CS/I)
- The Fire Department has implemented the use of Target Solutions Check It for preventive maintenance needs. (GRFD)
- Continuation of KPI program utilized by the Public Service Group. On a monthly basis, management review KPI's to stay informed and manage operations, finances, customer service and training within the Department. KPI's are used to drive continuous improvement. (Executive)
- Developed a method to capture projects that achieved or would achieve financial efficiencies. (OSPM, Fiscal Services)
- Updated budget request process to capture priorities, objectives and equity during the budget request and train staff on new processes. (OSPM, Fiscal Services, OEE)
- Built an Office of Performance Management. (OSPM)
- Hired an Energy and Performance Management Specialist and trained them in our performance management process. (OSPM)
- Designed and implemented a performance management program. Began providing biannual performance management presentations. (OSPM)
- Increase the number of data sets (City/external/other) 103 additional dataset added to our open data site. 554 data sets and stories have been published and aligned to the strategic priorities, objectives and metrics. More work is ahead in FY2021 (CS/I)
- Complete a data inventory of datasets available for review. An inventory has been developed with department partners. We have identified an additional 170+ datasets for review and consideration to add to our open data portal. (CS/I)



# Governmental Excellence

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## **Obj. O5 Technology/Performance Management/Internal Communication/Data**

- Conduct data governance quality check process. Continuous review to include the dataset added through 6/2020. More sets being developed for several metrics and projects. (CS/I)
- Security Awareness Training Pilot Pilot was successful and all employees have awareness training. This has been worked into onboarding and we are working on a refresher plan annually as a part of HR's training plan. (IT)
- Evolution and Development of Security Playbooks. (IT)
- Automated Meter Infrastructure Implementation. IT is working as a strategic partner in this plan with Water Utilities. All parts asked of IT are completed. (IT)
- Complete the data governance playbook. Completed for the major enterprise systems, working on BS&A and Cayenta for FY 2021. (CS/I)
- Launch governance, review and training on additional datasets and data gathering statistics to review, address and collect data that adds the level of race, ethnicity, etc to meet the standards for the City performance metrics. Continued working with our OEE, OSPM and departments on their data collection process to be in compliance with what we communicated we as a City would be reporting out on. ACS data for 9 years was added to assist with department that had addresses but not demographic-related information (CS/I)
- Replace existing end of life electrical meters with new Flexnet Smart Meters. ELC has converted approximately 80 electrical meters to Smart Meters. (ESD)
- Improve SOP for legal review of contracts, ordinances and other policies (Legal)
- Implementation of Smart Cities concepts with Community Engagement in the MLK neighborhood Slight delay in launch. Some work started in preparation. In conversations with outside organization to create a NAC and NA app for resident engagement between NAs and residents, highlight local businesses with option to collect funds.
- Began conversations with ACM, CSI, DCM and DPW about developing a system to manage deploying Continuous Improvement/LEAN champions (OSPM)
- Implemented For the Record (FTR) court video recording technology in two additional courtrooms in the 61st District Court to improve efficiency in services (Court)
- Water has implemented assessments of each of its Division's. The Utility Business Office completed an internal and gap assessment in FY20 and The Utility Field Operations Division is ongoing in FY21. The goal behind these reviews is continuous improvement to help identify inefficiencies or gaps in services all while listening and incorporating comments from staff at all levels.



# Governmental Excellence

*A fiscally resilient government powered by high performing and knowledgeable staff equipped with the appropriate tools and resources to offer excellent, equitable and innovative public service.*

## **Obj. O6 Master Plan**

- Conducted benchmarking research for Master Plan by contacting other cities and reviewing their master plans (PDD)
- Began the review of existing ASPs with applicable neighborhood and business associations to determine its relevance and need for update, lessons learned. (PDD)
- Began the review of the existing Master Plan with the community, organized facilitated community meetings to review the Plan to identify what themes and elements are currently missing from the Plan, what is no longer relevant, and what is needed. We hired 20 facilitators, many which represent neighborhood associations to facilitate that review process. . As part of this program, the facilitators completed Michigan State University Extension's Citizen Planner course to learn about land use and planning. This project start was delayed slightly due to COVID. (PDD)
- Local options and tools to support increased housing is one of the top four legislative priorities for 2020. Promote housing policies and legislative interventions that align low income housing tax credits and economic development incentives to create a sustainable mix of uses, housing types and densities including policies to encourage affordable and mixed-income housing, Worked with Representative LaGrand to get HB 5822 introduced to allow the City of Grand Rapids to operate a land bank independent of the County. (Leg Affairs)
- South Division Corridor Plan and the South Division Corridor Plan were adopted by the City Commission as amendment to the 2002 Master Plan in 2019.
- At the end of FY2020, the Age-Friendly Action Plan is in its final draft stages and will be completed during FY2021. Implementation on some of the Age-Friendly recommendations began during FY2020. (PDD)



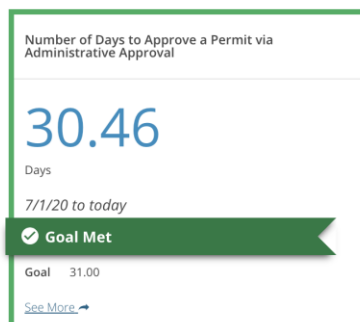
# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## Increase residents' educational attainment, employment and wage growth



## Support a resilient business environment by optimizing processes and regulations for property development and business-related permitting and approval processes and regulations



## Support efforts that contribute to making Grand Rapids a destination City





# Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.

## Objective 2.1 Progress 42%

Owner: Kristin Turkelson



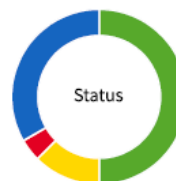
|                  | %    | # |
|------------------|------|---|
| On Track         | 35.0 | 7 |
| Some Disruption  | 20.0 | 4 |
| Major Disruption | 25.0 | 5 |
| Completed        | 20.0 | 4 |

Activity: 21

Support a resilient business environment by optimizing processes and regulations for property development and business-related permitting and approval processes and regulations.

## Objective 2.2 Progress 61%

Owner: Jeremiah Gracia



|                  | %     | #  |
|------------------|-------|----|
| On Track         | 50.0  | 12 |
| Some Disruption  | 12.5  | 3  |
| Major Disruption | 4.17  | 1  |
| Completed        | 33.33 | 8  |

Activity: 29

Support the creation, retention and growth of businesses.

## Objective 2.3 Progress 26%

Owner: Jeremiah Gracia



|                  | %     | # |
|------------------|-------|---|
| On Track         | 53.33 | 8 |
| Some Disruption  | 26.67 | 4 |
| Major Disruption | 6.67  | 1 |
| Completed        | 13.33 | 2 |

Activity: 18

Increase residents' educational attainment, employment and wage growth.

## Objective 2.4 Progress 82%

Owner: Eric DeLong



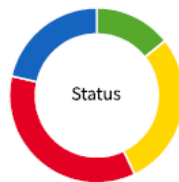
|                  | %    | #  |
|------------------|------|----|
| On Track         | 25.0 | 5  |
| Some Disruption  | 5.0  | 1  |
| Major Disruption | 70.0 | 14 |
| Completed        |      |    |

Activity: 20

Support housing development and services that help keep people in their homes.

## Objective 2.5 Progress 49%

Owner: Jeremiah Gracia



|                  | %     | # |
|------------------|-------|---|
| On Track         | 14.29 | 2 |
| Some Disruption  | 28.57 | 4 |
| Major Disruption | 35.71 | 5 |
| Completed        | 21.43 | 3 |

Activity: 18

Support efforts that contribute to making Grand Rapids a destination City.



# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## **Obj. 1 Business Services**

- Collaborated to develop microcells guidelines and permitting processes. (ESD, Engineering, Executive, PDD)
- Streamlined license/permit/approval processes for Sidewalks, Permitting, and Private Development. The Grand Rapids Sidewalk department issued 60 licenses to sidewalk contractors to perform work in the City of Grand Rapids. To improve this process, in late FY20 and early FY21 we have moved the contractor's test to a digital format. This allows more staff to administer the test. Fiscal year 2020 also processed 19 private development partnerships with the Grand Rapids Engineering Department. This work brought in \$369,500 in deposits for engineering services. Finally, the City's right-of-way permit program issued 936 uses of the public right-of-way. This an increase of approximately 350 permits from on our 5-year average. To ensure customer service expectations, the process was evaluated, a delay was identified around insurance requirement confusion. This was corrected by updating the website with clear instructions. Since the change we have seen an increase by 15% in our goal to issue permits in a timely manner. (Engineering)
- The mechanical trade transitioned to centralized inspection scheduling on September 25, 2019. All trades, with the exception of inspections performed by the Fire Department, now utilize centralized scheduling. This model decreases call volume for inspectors, thus increasing staff availability to perform inspections and answer technical code-related questions. (PDD)
- Hired and onboarded a new Customer Ombudsperson to assist with enhanced customer support, preliminary plan review, and inspection scheduling maintenance. The Customer Ombudsperson (Admin Analyst I) position was filled in October 2019. (Development Center) The initial integration of Planning Commission applications with ePlan Room was completed by the vendor and is being tested by staff. (PDD)
- Contracted with Gray Quarter in FY 2020 to implement to implement a Permit Wizard tool, which will assist customers in identifying the permits needed for their project based on provided information and simple question responses. The initial configuration is nearly completed and UAT is expected to begin in September. The intended go-live date is mid-to-late October. (PDD)
- The Accela Citizen Access redesign project is nearly completed. A new landing page has been developed and a redesigned application subpage is underway, which will provide direct access to online forms. (PDD)
- Contract with the Chamber for a Retail Retention and Recruitment Program signed with Chamber in October 2019. (PDD)
- On-line services continue to be designed and implemented at the Development Center, which now does 74% of its business over the web. (PDD)



# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## **Obj. 2 Business Growth**

- Grew MLBE listing by 78% in FY2020 (OEE)
- Revised MLBE 04-01 Policy in efforts to be more business friendly to increase pool of eligible businesses (OEE)
- Launched MLBE Summer Registration Program (OEE)
- In FY20, Economic Development contracted with the West Michigan Hispanic Chamber of Commerce, Grand Rapids Area Black Businesses and Ferris State University's Latino Enterprise Institute to fund the provision of accessible business training and resource delivery to underserved entrepreneurs. This included activities like lunch and learns, individual concierge services and the provision of existing programs in Spanish (which were previously only available in English). FSU served 17 entrepreneurs in their FY20 program, the WMHCC held 12 workshops with 56 participants (2,482 online views), and GRABB worked with 5 businesses to provide concierge services. All entrepreneurs or business owners receiving these services are underserved (minority) populations. (ED)
- The SmartZone contracts with MSU to provide gateway services to support entrepreneurs in accessing resources and seed or pre-seed funding for their businesses, and toward the end of FY20 also entered into a contract with the MSU Foundation to bring the Conquer Accelerator to Grand Rapids which will provide 10 weeks of intensive training, mentoring and \$20,000 of seed funding to 5 businesses in downtown GR. (ED)
- Deploy SmartZone resources to support high-tech entrepreneurship. The SmartZone contracts with GVSU applied Medical Device Institute to advance high-tech entrepreneurship and innovation in the manufacturing and engineering sectors with industry partners. More than 40 industry partners engaged. Grand Circus provides introductory coding bootcamps and has served 871 individuals through the SmartZone contract as of the end of FY20 with 52.8% from underrepresented groups (minority, women, veteran, LGBTQ). Start Garden provides accessible working space and networking events to enhance the high-tech ecosystem. Spectrum Innovations works collaboratively with Ferris State/Kendall College to solve real-world problems by bringing students in to work with individuals working in the health care industry with the goal of commercializing new products and launching companies. (ED)



# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## Obj. 2 Business Growth

- Updated MLBE admin policy (04-01) to remove systemic barriers for MLBE registration criteria and launch a Summer 2020 MLBE registration initiative in preparation for fall 2020 river bids. OEE connected with Purchasing in FY20 to share dollars spent with MLBE. No update/progress shared from Purchasing. In FY21, we will focus on a cross-department collaboration to streamline the CGI System (Comptroller) to increase ease of MLBE registration, data collection and to generate reports for both MLBE registration and utilization/spending (Purchasing). The delay is mostly COVID related. (OEE)
- Bid Discount Program was revised to implement an increased regional discount as a pilot program starting June 1, 2020 - December 31, 2020. The increased discounts are now being applied when evaluating bid responses and we are tracking results of bid awards affected by the new discounts. (Purchasing)
- Conducted outreach to MLBEs and potential MLBEs on business opportunities with the City. Held small business expo in partnership with DGRI, launched Summer 2020 MLBE Registration initiative in partnership with GRABB, West Michigan Hispanic Chamber of Commerce, West Michigan Asian American Association and West Michigan Minority Contractors Association. MLBE registrations are still low but have had significant percentage increase over the last fiscal year. (OEE)
- OEE met with Purchasing with the goal to get forecasting report 6 months in advance. Previous to this conversation, we got it no more than 3 months in advance. Purchasing confirmed that 6 months is doable, and this has been achieved. In the FY21 budget process, we noticed a slight increase in utilization from Department on Exhibit K (Equal Opportunity Forecast Report) to help forecast constructions, goods and services, professional services (expenditures outside of personnel). OEE will continue to streamline and advocate for completed Exhibit K's via the annual budget process. (OEE)
- OEE and Economic Development have created an Inclusion Plan for all tax incentives awarded by the City of Grand Rapids. This plan includes identified utilization goals for contractors/recipients to use MLBEs and a system to track utilization. This is new. Moving forward, applications for incentives will either be accepted or denied based on past performance in achieving MLBE goals. In the past, goals and actual outcomes were not monitored nor impacted future applications. There is now more compliance and structural motivation to set and achieve MLBE goals. (OEE, ED)





# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## Obj. 2 Business Growth

- Supported CIAs in the establishment and administration of façade improvement programs. Economic Development has supported four CIAs in establishing façade improvement programs (Southtown, South Division-Grandville, WestSide and Uptown) with FY2020 budgeted program dollars of \$235,000. In FY20, between the four boards, 19 façade improvement grants were approved allocating \$161,621 to those projects. Impact of Southtown's program here: <https://southtowngr.com/2019/08/new-facade-improvement-program-helps-community-businesses-move-forward/> (ED, OSMP)
- The Third Ward Equity Funds Building Reuse Incentive Program (BRIP) guidelines were approved, the program was marketed, applications were received and awards were made with the initial allocation of \$200,000 for this program. Since that time, an additional \$232,500 was added to the allocation and is currently being deployed under the same guidelines and criteria. (ED)
- The City Commission approved seven projects in FY20 under the tax abatement programs that support business development. The seven projects will result in \$142.8 million of private investment and 518 new jobs as well as 409 retained jobs. The outcomes related to the strategic plan were not deployed through a dashboard in FY20, but have since been deployed in FY21. (ED)
- Awarded contracts for development of Hastings Connector in the NOBL Neighborhood (Engineering)
- (Legislative Affairs) to support HB 4159 that will allow the City to much more effectively use the Brownfield program to support small businesses and small developers. It will reduce administrative burden and application timelines for site assessment grants by 3-4 months. Working with legislature to introduce and pass legislation to raise the caps in the Brownfield Act. (Legislative Affairs)
- procurement policy and board member recruitment. (ED)
- In FY2020 Engineering has focused efforts on improving data on demographics and establishing baselines. We continue close collaboration with Equity & Engagement on ways to improve and apply the bid incentives and discussed implementation of revisions in the Construction Administrative Guidelines. We will continue to look at ways of encouraging MLBE participation on Private Development and projects done in partnership with the City. 28 of 56 projects bid by Engineering in FY20 involved MLBEs (either as a sub or a prime bidder) \$12,440,022 awarded to MLBEs bidding as prime contractor in FY20 \$3,106,889 awarded to MLBEs as subs in FY20 (Engineering, (OEE))



# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## **Obj. 3 Resident Education/Employment/Wage Growth**

- 65% first generation. Post-secondary services to help students get to and through college. (OCC)
- 67 virtual visits; 160 students served this year; total 2,500+ text messages to 938 students; Launched Speak On It Series with over 2,300 viewership; Total 1,800 students served; 82% persons of color (OCC)
- Secured all easements needed for phase I of the river restoration project (PDD)
- Increase degree attainment for GRPS graduates to 40% The number of GRPS students who are enrolled in college immediately after school has gone up and degree attainment overall has increased from 18% in 2013 to 22% in 2018. (OCC) Connect NOF NAs and residents to employment/training opportunities, with a focus on MLK Park neighborhood. OEE sends information to NAs on LINC job fairs and Rock The Block (job placements at that event), Urban League and GRCC job fairs, City Parks and Recreation for seasonal hires, and with LEAD Program to recruit from MLK Park Neighborhood. (OEE)
- Created mutual benefits from Art Prize Project 1 and incorporated community wanted benefits in the MLK Park Quality of Life report. Facilitated peer support on what CBAs look like with another Neighborhood Association. (OEE)
- Deploy EDC resources to support small business and employment initiatives in Neighborhoods of Focus. In FY20, Economic Development contracted with the West Michigan Hispanic Chamber of Commerce, Grand Rapids Area Black Businesses and Ferris State University's Latino Enterprise Institute to fund the provision of accessible business training and resource delivery to underserved entrepreneurs. This included activities like lunch and learns, individual concierge services and the provision of existing programs in Spanish (which were previously only available in English). FSU served 17 entrepreneurs in their FY20 program, the WMHCC held 12 workshops with 56 participants (2,482 online views), and GRABB worked with 5 businesses to provide concierge services. All entrepreneurs or business owners receiving these services are underserved (minority) populations. The budgetary impacts precipitated by COVID have significantly reduced available financial resources for 2021 and the EDC will not be able to continue these contracts in FY21 to nearly the same extent. (ED)
- Invested in programs that provided job training and job readiness education for 17 youth and engaged 25 youth in paid work experiences. (CD)



# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## **Obj. 3 Resident Education/Employment/Wage Growth**

- Partnership with Next Step of West Michigan and Home Repair Services continued. In fact, the partnership with Next Step was expanded and Public Works just recently added Steepletown as a community organization to work with on cleanliness issues. (CD)
- EGRI work – provide details if not covered above (OEE, PDD)
- Worked with GRWW on a plan for allocating resources provided by the State to meet parameters of the funds to maintain existing funds from the State and prevent risk of loss. Regularly updating our federal partners on ongoing work to maintain existing funding sources while permitting process continues. (Leg Affairs)
- Engaged in extensive legal work and analysis on the River Restoration Project to release liabilities and support equitable measures (Legal)



# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## Obj. 4 Housing

- Housing summary for FY2020 include a total of 675 housing units completed with 135 affordable rental units; 2 affordable homeowner units; and 538 market rate units . An additional 265 units were in various stages of development as of June 30, 2020. A total of 411 housing units were issued permits (CD, PDD)
- Developed and released RFP for "The Wedge" property, approved purchase agreement for eventual development. (ED)
- Sold three properties to partnership of Next Step of WM and Mel Trotter for expansion of transitional housing program run by MTM. (ED)
- Served as City staff for the Rapid's Federal Transit Administration's Transit Oriented Development Study (known as Division United) for Division Avenue (Planning, Mobile GR)
- Renewed Housing Next contract for FY21 for housing practice services . (Executive/CD)
- Approved agreement for the Housing Needs Assessment agreement managed by Housing Next in partnership with the Frey Foundation, the Grand Rapids Chamber of Commerce and K-Connect. The final Housing Needs Assessment report was delivered in June 2020 and identified the number of affordable housing units needed among both owner and renter households. It also identified the number of households who are shelter-overburdened or at risk of displacement over the next five years.
- Administered the programs that result in housing development (Brownfield, NEZ, OPRA).  
In FY20, the City Commission approved 5 projects under these programs administered by the Economic Development Department which will result in the creation of 145 new housing units, 26 of which are senior housing and 26 of which will be affordable. (ED)
- in October 2019, the City Commission approved the Land Banking Agreement with the State Land Bank (SLB). In June 2020, the initial properties were added to the agreement. The SLB is maintaining the properties and performing the services required under the contract. (ED)
- A resolution approving a Brownfield Plan Amendment in the amount of \$100,000 for 5 Tax Foreclosed Properties to contribute to affordable housing outcomes for the City of Grand Rapids was approved on 10/8/20. These properties will be offered to non-profits to add to the affordable housing supply. (ED)





# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## Obj. 4 Housing

- Reviewed, recommended and obtained conditional approval of two (2) projects for Payment in Lieu of Taxes (PILOT) to assist in securing financing for affordable housing development. If successful in obtaining necessary financing, the projects will produce 66 affordable housing units. (CD)
- Invested HOME dollars in development and completion of 135 affordable rental units and two (2) homeowner units. (CD)
- A resolution authorizing an agreement with the State Land Bank Authority for Land Banking Services was approved on October 8, 2019. Properties will be used for public purposes in partnerships with non-profit developers. (ED, Executive)
- A resolution authorizing a Brownfield Plan Amendment for the West Garfield Apartments redevelopment project located at 1975 & 1951 Jefferson Avenue SE was approved on 11/12/19. 26 rental units available to households earning 60% Area Median Income (AMI) or below. Six (6) of the units will be available to households earning 30% AMI or below. (ED)
- Provided six (6) income-eligible households down payment assistance through the Homebuyer Assistance Fund. (CD)
- Invested in fair housing services consisting of complaint investigation, housing testing, and educational activities. A total of 7,044 people received fair housing education and outreach, and 53 housing tests were conducted to determine compliance with fair housing laws. (Community Development)
- Invested in legal assistance to low- and moderate-income people for housing related matters such as eviction, foreclosures, and home repairs. A total of 211 people received free legal counseling and/or representation for a housing-related legal matter. (CD)
- Invested in housing accessibility assessments for 30 homes to secure needed housing modifications for persons with disabilities. (CD)
- Secured consultant services in partnership with Kent County and commenced work on a regional Analysis of Impediments to Fair Housing. (CD)
- Facilitated the acquisition of five (5) tax foreclosed homes from the Kent County Treasurer and worked with non-profit organizations to facilitate the redevelopment of the homes. Three (3) of these properties were transferred. (ED)
- City Commission adopted the South Division Corridor Plan as amendment to the 2002 Master Plan in November 2019 (PDD)



# Economic Prosperity and Affordability

*Residents, employees and businesses have pathways to financial growth and security.*

## **Obj. 5 Destination City**

- Established commemorative designation of Michigan Street from Monroe Avenue to College Avenue as Medical Mile (Engineering)
- Contributed to research and confirmation of Blue Bridge asset ownership. (Engineering)
- Connected with 33 event planners to create 60 event dates (Special Events)
- In partnership with Development Center created 8 social zones (Special Events)
- In partnership with EXPGR developed The Bridge GR webpage and Facebook event (Special Events)
- Developed new Fast App (Special Events)
- Initiated Essential Workers marketing campaign (Special Events)
- Work with DGRI and GRACC and RPI on Corporate Location Attraction. Collaborate w/ community partners to market GR as destination city In FY20, Acrisure, Spectrum and the Doug Meijer Medical Innovation Building announced location of HQ locations in downtown Grand Rapids. The partners continue to identify opportunities for corporate attraction projects. COVID is having an impact on real estate and location decisions by corporations. (ED)
- Enhance marketing efforts and continually evaluate and improve fee structures and categories. Implemented standardized surveys using OpenForms that are scheduled and automatically sent to recreation participants upon completing their class, finishing their facility rental, etc. Using these insights to improve customer service and communication practices. Surveys used for updating fee schedules annually (Parks and Recreation)
- Increased number of people attending City permitted events to 1.2 million annually (Special Events)
- Economic Development facilitated the tax foreclosure process in FY20 and acquired five properties in Grand Rapids. The department works with nonprofit housing development partners to rehabilitate the homes. In FY20, Economic Development facilitated the acquisition of five tax foreclosed homes from the Kent County Treasurer and works with non-profit organizations to facilitate the redevelopment of the homes. To date, three of the five have been transferred and construction is expected to commence in Q3 2020. Two other properties are pending transfer to a nonprofit with construction expected to commence in Q4 2020. The local Brownfield Revolving Fund and HOME dollars were leveraged to facilitate the creation 80 units including 26 LIHTC units at Garfield Park Lofts. (ED & CD)



# Engaged and Connected Community

*Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.*

## Create a process to gauge and enhance community perception

Percent of Residents that Rate the Quality of Service Provided by the City of Grand Rapids as Excellent or Good

68%

of Residents

7/1/19 - 6/30/20

Measuring

[See More](#) →

Percent of Residents that Believe the City of Grand Rapids Does an Excellent or Good Job of Welcoming City Involvement

47%

of Residents

7/1/19 - 6/30/20

Measuring

[See More](#) →



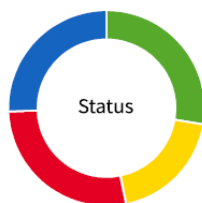
# Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.

## Objective 3.1

Progress 38%

Owner: Amy Snow-Buckner



- On Track
- Some Disruption
- Major Disruption
- Completed

| %     | #  |
|-------|----|
| 27.66 | 13 |
| 19.15 | 9  |
| 27.66 | 13 |
| 25.53 | 12 |

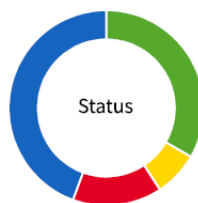
Activity: 53

Enhance communication with the public.

## Objective 3.2

Progress 58%

Owner: Stacy Stout



- On Track
- Some Disruption
- Major Disruption
- Completed

| %     | #  |
|-------|----|
| 33.33 | 9  |
| 7.41  | 2  |
| 14.81 | 4  |
| 44.44 | 12 |

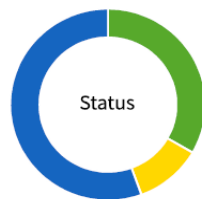
Activity: 31

Develop a community engagement strategy across all City programs and initiatives.

## Objective 3.3

Progress 67%

Owner: Amy Snow-Buckner



- On Track
- Some Disruption
- Completed

| %     | # |
|-------|---|
| 33.33 | 3 |
| 11.11 | 1 |
| 55.56 | 5 |

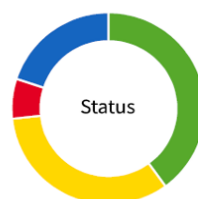
Activity: 15

Create a process to gauge and enhance community perception.

## Objective 3.4

Progress 27%

Owner: Stacy Stout



- On Track
- Some Disruption
- Major Disruption
- Completed

| %     | # |
|-------|---|
| 40.0  | 6 |
| 33.33 | 5 |
| 6.67  | 1 |
| 20.0  | 3 |

Activity: 17

Elevate resident voice in City operations.





# Engaged and Connected Community

*Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.*

## Obj. 1 Enhance Communication

- Increased engagement and outreach of local networks (DGRI & Rapid) as well as Disability Advocates in Design Team for more valuable input on the front end of projects. (Engineering)
- Improvement and incorporation of digital platforms and innovation for Vital Streets, Design Team for improved collaboration & coordination. (Engineering)
- The water service line material map tool went live. Property owners and tenants are now able to search for their property and determine the material of their water service line. (Water)
- The Utility Billing Office rolled out a bill redesigned making it easier for customers to read their water/sewer bill. (Water)
- Established Weapons Ordinance Education Campaign in conjunction with the Office of Communications and GRPD. Produced videos in English and Spanish. Presented at the Neighborhood Summit. (Communications, Attorney, GRPD)
- The Office of Communications participates in the monthly neighborhood association meeting to seek regular feedback on how best to meet community members' communication needs. We also engage with residents and other community stakeholders on a regular basis via direct conversations, social media and other ways. (Communications)
- Work began to refine our engagement and communication processes to ensure equitable access to local government. (Communications, CS/I, OEE)
- CS I assisted with as needed translation and interpretation services for other departments (in person, written, digital) work with partners in the community to support the processes (CS/I)
- Conduct an audit of customer communications across the organization We have done some auditing of customer communications on a case-by-case basis. (Communications)
- We have had informal conversations with media about how we can strengthen relationships and serve their needs. These conversations will guide us as we create the survey and conduct it yet this year. (Communications)
- Worked on brand/design guidelines for our logo usage, standard PowerPoint template and making sure our organization's graphic designer is part of planning and branding approval for all marketing campaigns. (Communications)
- Created and implemented partnership agreements with Michigan Department of Civil Rights, Fair Housing Center and Disability Advocates of Kent County which outline responsibilities of the HRO, data sharing agreements, etc. (OEE)
- worked with Office of Communication to develop writing guidelines for naming standards, inclusive language guidelines, etc. All website content, social media content, and print content is filtered for proper voice/tone. Voice/tone guidelines were also shared with P&R staff as part of our department-level communications meetings. (CS/I, Communications)

# Engaged and Connected Community

*Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.*

## **Obj. 1 Enhance Communication**

- All Parks and Recreation full-time staff have completed the city's customer service training. Indian Trails frontline staff receive monthly customer service training. First tier recreation customer service has been transitioned to 311. (Parks and Recreation)
- Rewrote all of Treasurer's office correspondence (invoices, property tax bills and other info) sent to customers using plain language standards (CS/I, Treasurer)
- Created emergency communications protocols. (Communication, GRFD)
- Income Tax Dept. reviewed communications for any deficiencies in regard to inclusion for all communities. (Income Tax)
- The Parks and Rec Dept. designated and trained staff to create/vet public communications through equity/inclusion lens: New hire Administrative Aide: Marketing attended Racial Equity 101 training course through the City and will continue seeking out City-hosted trainings focused more specifically on vetting communications through a lens of equity. (Parks and Recreation)
- Ensure that 311 standards for service message (documented transfers) meet the service level agreement (SLA) established a call back within 24-48 hours (2 business days) to address and or provide an update of next actions to 311 interactions that require departmental follow-up to include documented updated in the service message. This was completed in FY 2020. (CS/I)
- Ensure that website standards for digital services (documented transfers) meet the service level agreement (SLA) established a call back within 24-48 hours (1-2 business days) to address and or provide an update of next actions related to submitted digital services that require departmental follow-up Iteration 5 of the SLA was completed. We were able to achieve 78 % compliance with partner departments on digital services.
- COVID-19, policing reform and other needs provided an opportunity to leverage our website and align it with our other digital communications tools. We have leveraged it as a COVID-19 information hub, one-stop place for digital Commission meetings, GR News Hub and True Action hub for Oversight and Public Accountability, among many others. We also leverage the top banner to ensure important announcements are seen by website visitors in real-time and we link to our website as much as possible in press releases, social media posts, GR Connected, etc. (Communication, CS/I)



# Engaged and Connected Community

*Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.*

## **Obj. 1 Enhance Communication**

- Identify and leverage external technologies and platforms to strengthen external communications. The Office of Communications has done the following: Partner with media outlets, particularly those that serve communities of color, to help us get the word out about important initiatives such as lead awareness, census and policing, among others; Partner with the Community Media Center to air our digital town halls around COVID-19, the budget and policing and discuss other ways to help us get the word out about City news, including a possible standing show on WYCE and podcast; Join Nextdoor to communicate with and engage residents at a more neighborhood level; Revamp GR Connected e-newsletter to include more community-focused/unique content; Partner with neighborhood associations, community organizations and other stakeholders to leverage their social media and other communications channels, including the GR Chamber's daily email; Work more closely with departments across our organization to ensure they are leveraging their networks and communications platforms for targeted outreach; Reimagine We Are GR and other communication tools to ensure we are inclusive and engaging everyone in our community; and, Transition to digital Commission meetings. (Communication, CS/I)
- Use existing Income Tax webpage to clearly communicate programs and services available to the public as well as provide documents and instructions. Status updated to "Completed" (Income Tax)
- Continue to add more digitized services that are user tested and affect and enhance productivity with department backend processes. Tested and launched 18 new services in FY 2020. (CS/I)
- Banner permitting on SL poles - for both GR & CE-owned poles "8-13-20ELC purchased Banner Permitting software (Veoci) in FY20 and is in the process of converting our existing manual process over to an online automated process. With this software requestors will be able to see all City banner poles on a map and make selections based on pole availability. The requestors will also upload banner content and make online payments. Additionally, we meet with CE and reviewed their requirements and banner permitting processes. We are planning to do a CE Banner Permitting pilot with the East Fulton Business Association. Our goals include a better customer experience for requestors as well as a full cost recovery model for the City." (ESD)





# Engaged and Connected Community

*Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.*

## **Obj. 1 Enhance Communication**

- The Office of Equity and Engagement drafted a language access policy for the City and researched applicable laws, conducted research of similar policies of other cities and compiled a list of potential providers for language services. OEE received a provider referral from the Office of Communications and will finalize both the policy and RFP for services in partnership with Communications, Customer Service and Innovation, Clerk's Office and others to ensure both meet the needs of these offices and to adjust as needed for full implementation across the organization. (Communication, CS/I, OEE)
- Draft the Welcome Plan in partnership with the Welcome Taskforce (OEE)
- Continued work is being done with our immigrant community by offering more personal service that are difficult to navigate through: start water service, setup a refuse and recycling cart, code compliance issues, and yard waste. (OEE)
- New digital services added in FY 2020 were tested by our Civic User Test (CUT) Latinx group that has 35 participating members. Our goal would be to expand the number of users in more immigrant communities than our Latinx members. (CS/I)
- Leverage social media to tell our story. Increased total Facebook page reach by 28% (1.1 million users reached in FY19 to 1.4 million users reached in FY20). Increased Facebook audience by 32% (6,170 followers at the beginning of FY20 to 8,132 followers at the end). Content focused on millage success stories, increasing awareness of the extent of the park system, increasing awareness of recreation programs available to residents. This work set the department up for the successful passing of an evergreen parks millage. (Parks and Recreation)
- Offered 4 sessions of Our City Academy with Police Chief, Public Works, Community Development (OCC)





# Engaged and Connected Community

*Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.*

## **Obj. 2 Community Engagement Strategy**

- Achieved 67.5% self-response rate for 2020 Census by June 30, 2020 (PDD, Communication)
- Engaged with approximately 12,000 residents at 120 community events to inform them about the importance of the census and encourage participation. (PDD)
- Created and promoted 2020 census “Be Counted GR” Facebook, Instagram, and Twitter accounts (@BeCountedGR). Reached approximately 1,431,000 persons regarding the census via social media. (PDD)
- Coordinated start-up of 50 census assistance centers (later suspended due to COVID-19). (PDD)
- Received \$75,000 grant from Michigan Municipal League (pass-thru from State of Michigan) for census engagement; used to fund advertising, phone banking, etc. (PDD)
- In FY2020, the Water System kicked off the Imagine a Day Without Water writing contest. We received over 200 entries from school age children in the Grand Rapids Area and awarded 16 prizes. The prizes included passes to the Children's Museum, Frederick Meijer Garden, YMCA, and GR Public Museum. (Water)
- Improved structure and process for the SAFE Task Force in the first RFP's done by the SAFE Task Force, including: A statement of work/need was created and linked back to the SAFE priorities/recommendations; A call for proposals that might affect those areas of need was done; A process for evaluating those proposals and making funding recommendations was developed; Developed regular schedule for SAFE Task Force for meetings; Created Operating procedures for Task Force work including roles and responsibilities of members. (Executive)
- Develop a voter outreach communication plan for the 2020 Election Cycle Meeting with Well Design and Office of Communications to coordinate election communications. (Clerk)
- All engagement efforts have been mapped for FY20-21. Engagement for upcoming years will be built out as capital project framework is finalized. (Parks and Recreation)
- The Fire Department conducted a Fire Ops 101 event during FY19. Plans for another event in FY20 were delayed due to Covid-19. (GRFD)
- Develop equity-centered protocols, standards, training and staff skills for community engagement. Parks Project Manager completed National Recreation and Park Association Community Engagement Workshop that had a heavy equity focus. Community Engagement SOP for Park Capital Projects is complete. (Parks and Recreation)
- Community engagement SOP has been developed for Parks Capital projects that documents procedures, methods, and training resources. (Parks and Recreation)



# Engaged and Connected Community

*Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.*

## Obj. 2 Community Engagement Strategy

- Enhance awareness of the availability of the Principal Residence Exemption for property owners who own and occupy their home as their Principal Residence via community outreach and engagement. This service impacts social equity in that this initiative seeks to ensure that property tax burdens are fair and equitable across all neighborhoods throughout the City. In May 2020, Assessor's Office staff identified 890 property owners that may be eligible for Principal Residence Exemption (PRE). These are residential single-family properties that were not owned by a business entity and had an ownership update since the prior PRE audit from 2018. Staff eliminated 544 properties for the following reasons: Currently registered as a rental Property; Communication regarding Principal Residence Exemption was already sent; No current water hookup to the property; Principal Residence Exemption was rescinded by owner; Water account is in the tenant's name; The Assessor's Office mailed 346 letters to those properties from the list that were not eliminated. Included in the letter was an explanation of the Principal Residence Exemption and an affidavit with instructions for filing. This office received 105 applications from this mailing and 10 responses that this is not their principal residence. (Assessor)
- Met with 19 different neighborhood associations and other community groups to promote public awareness for lead in drinking water, bill assistance programs and to build trust for our water. (Water)
- Engaged over 1,100 residents in 2020 through meetings, surveys, audits, and events. (Parks and Recreation)
- Streamed live all Committee of the Whole and City Commission meetings and budget work sessions/other special meetings in Spanish, providing Spanish closed captioning for all City Manager and Mayor video blogs, and translating media releases and social media posts in Spanish. We also have started strategic planning around better leveraging our Spanish radio and TV opportunities and partnerships with media partners that serve communities of color as well as the Community Media Center. We have engaged community members and partners on ways we can be more inclusive in our communications. (Communications, OEE, Emergency, CS/I)
- Promoted Census 2020 completion at the GR Neighborhood Summit through resources booths, podium promotion and workshop. All of this activity was completed. In addition, we did additional Census 2020 outreach in neighborhoods with Urban League, in promotion of Summit, and arranged for a formal Census 2020 presentation to all neighborhood associations via the City's NAC meeting. (OEE)
- Completed the awareness phase of the 2020 Census Complete Count effort including marketing, promotion, and outreach components in coordination with partner organizations.



# Engaged and Connected Community

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## **Obj. 2 Community Engagement Strategy**

- Organized and supported the work of the 2020 Census Complete Count Committee with over 70 community leaders; Produced and distributed census promotional print media in six different languages; mailed inserts in water bills and assessment notices. (PDD)
- Started the enumeration phase of the 2020 Census Complete Count effort, including public announcements, promotion, assistance to residents, and canvassing in neighborhoods with low real-time response rates, in coordination with partner organizations. (PDD)
- Completed the readiness phase of the 2020 Census Complete Count effort, including preparing and equipping partner organizations to provide answers and assistance to residents in connection with the census questionnaire. (PDD)
- Identify trusted voices in the community to collaborate with. Engagement for 2020 park projects and programs was strengthened through connections and collaborations with Friends of Grand Rapids Parks, neighborhood associations, Grand Rapids Public Schools, Our Community's Children, Grandville Ave. Arts and Humanities, Age Friendly Grand Rapids, Junior League of Grand Rapids, Plaster Creek Stewards, Ecliptic at Rosa Parks Circle Conservancy, Downtown Grand Rapids, Inc., Grand Rapids Public Library, and others. (Parks and Recreation)
- Attendance was tracked for all park project outreach events/meetings in FY2020 (34 meetings outreach with 1,100+ residents involved). (Parks and Recreation).
- Develop a process where engagement and attendance can be tracked using GIS/Socrata. We have worked with GRPD on this for their metric. Will be a partner in this development with OEE leaders. (CS/I)
- 32 Mayor Youth Council members served; Conducted youth survey on impact of COVID-673 respondents. (OCC)





# Engaged and Connected Community

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## **Obj. 3 Gauge/Enhance Community Perception**

- Enhance relationships with the media and leverage various communications platforms to tell our story (Communications)
- Achieved 95% customer satisfaction rate for vital streets community engagement (PDD)
- Complete Community Survey. This work has been completed and presented to City Commission on February 25, 2020. Surveying will be done in future years using the NCS model and other local opportunities. (Executive)
- Survey community for their perception of City services, events, programs and facilities. Implemented standardized surveys using OpenForms that are scheduled and automatically sent to recreation participants upon completing their class, finishing their facility rental, etc. Using these insights to improve customer service and communication practices. (Parks and Recreation)
- Most of the Belong Index project designed to survey and conduct focus groups to assess how strongly diverse residents have a sense of belonging, was completed pre-COVID (OEE)
- We shifted to NMF project submissions twice a year instead of 4 times and added cohorts to better manage closing report submissions. More work is needed in FY21 to create written, annual reports and quarterly reporting. (OEE)





# Engaged and Connected Community

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## **Obj. 4 Elevate Resident Voice**

- Create consistent onboarding materials for Econ Dev Dept boards. In FY20, significant progress was made to develop materials for new and existing board members for the CIAs and BID, which represent 7 of the 10 boards administered by the Economic Development Department. This included creating a board member handbook that builds on the information provided by the City clerk and is specific to the work of CIAs. Additional work will continue in FY21. (ED)
- Structure the Neighborhood Summit to lift up resident voice and offer information on opportunities. Resident Voice is one of the two values of Summit and is embedded in all that we strive to do with Summit. In FY20, we interviewed residents for their feedback during and after the event, track residency of participants and speakers to ensure resident presence and voice is elevated, hosted and curated resource tables to meet needs voiced by residents, and conducted focus groups with both adults and youth (Kids Summit) to shape the event. (OEE)
- Evaluate and adjust NLA curriculum to build capacity of NAs to lift up resident voice and leadership in their organizations and neighborhoods. Continue to evaluation and adjust NLA to meet the capacity building needs of NAs and advance equity goals. Offer board training and certification. We worked to remove barriers to training, so we offered childcare, food and held it on Saturdays for greater access. One adjustment in the works is self-guided learning modules for greater access and refreshers. Topics may include equity (many topics), emergency preparedness, etc. Also arrange direct resident voice with City Manager, City Commission and other City Department leads. (OEE)
- Piloted the 'Development with Us' enhanced engagement process. Planning and Development Center staff hosted two Development with Us pilot meetings for development projects going to Planning Commission. The first was an in-person meeting and the second was done on Webex due to COVID restrictions. Public feedback received at the meetings was shared with Planning Commission as part of their agenda packet for each case. This work will continue in FY2021. (PDD)
- FY2020 brought many opportunities to engage with young people. A team of eight GReen Stewards were employed to support maintenance and stewardship efforts in downtown parks and along the Plaster Creek Trail corridor. Students in the Cook Arts Center summer program created recommendations for improvements at Caulfield Park using design thinking processes and led community engagement efforts to implement their recommendations. Middle school students at Potters House engaged in a semester-long project to improve the health and access of Plaster Creek at Roosevelt Park. Lastly, 40 youth participated in focus groups in 2020 to direct outdoor recreation programming through the Thrive Outside initiative in partnership with Our Community's Children. (Parks and Recreation)

# Engaged and Connected Community

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## **Obj. 4 Elevate Resident Voice**

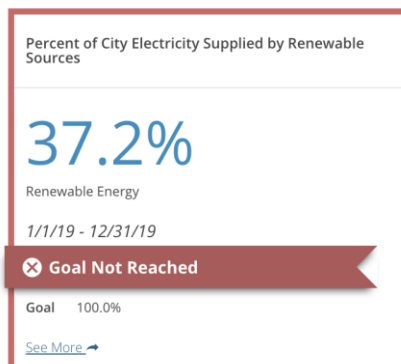
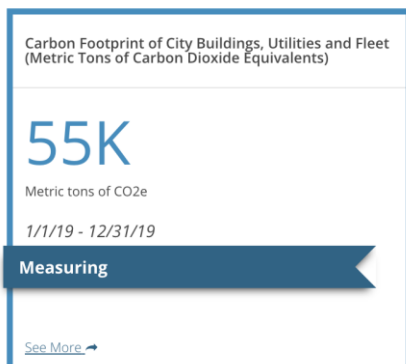
- Invested in neighborhood outreach and education efforts and resident leadership training. As a result, 1,073 people became actively engaged in activities that improved a neighborhood condition and 1,384 people received leadership, board responsibility, and/or other capacity building training. (CD)
- We had a Master Plan resource table at the GR Neighborhood Summit with sign-up sheet for future workshops. Many who signed up are now Master Plan Neighborhood Ambassadors. OEE Director connected/offered guidance on engagement and agreed to serve on the Master Plan Steering Committee in the Fall of 2020. (OEE,PDD)



# Health and Environment

*The health of all people and the environment are advocated for, protected and enhanced.*

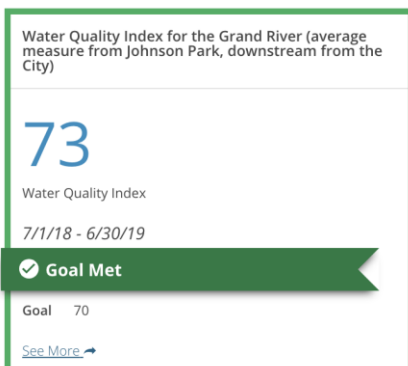
## Reduce carbon emissions and increase climate resiliency



## Minimize waste generation and promote waste diversion practices



## Protect and preserve our water resources



# Health and Environment

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## Objective 4.1

Progress 61%

Owner: Alison Sutter



- On Track
- Some Disruption
- Major Disruption
- Completed

| %     | #  |
|-------|----|
| 25.81 | 8  |
| 29.03 | 9  |
| 12.9  | 4  |
| 32.26 | 10 |

Activity: 42

Reduce carbon emissions and increase climate resiliency.

## Objective 4.2

Progress 50%

Owner: James Hurt



- On Track
- Some Disruption
- Completed

| %     | # |
|-------|---|
| 22.22 | 2 |
| 55.56 | 5 |
| 22.22 | 2 |

Activity: 50

Ensure equitable access to and use of green spaces and increase recreational activities.

## Objective 4.3

Progress 29%

Owner: James Hurt



- On Track
- Some Disruption
- Major Disruption
- Completed

| %     | # |
|-------|---|
| 35.71 | 5 |
| 35.71 | 5 |
| 14.29 | 2 |
| 14.29 | 2 |

Activity: 17

Protect and preserve our water resources.

## Objective 4.4

Progress 46%

Owner: James Hurt



- On Track
- Some Disruption
- Major Disruption

| %     | # |
|-------|---|
| 28.57 | 2 |
| 42.86 | 3 |
| 28.57 | 2 |

Activity: 7

Minimize waste generation and promote waste diversion practices.

## Objective 4.5

Progress 52%

Owner: Karyn Ferrick



- On Track
- Some Disruption
- Major Disruption
- Completed

| %     | # |
|-------|---|
| 25.0  | 7 |
| 17.86 | 5 |
| 25.0  | 7 |
| 32.14 | 9 |

Activity: 30

Collaborate with and support partners working to reduce health disparities and the resulting undesired outcomes.





# Health and Environment

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## **Obj. 1 Carbon Emissions/Climate Resilience**

- Three City facilities received Energy Star certification for a 3rd year (Police Station, 1120 Monroe, 509 Wealthy) (OSPM)
- GR 38th out of 75 cities evaluated by ACEEE for energy efficiency and renewable energy (first time included in evaluation; one of smallest cities) (OSPM)
- Collaborated with USGBC to host statewide Drawdown conference focused on reducing carbon emissions (OSPM)
- The Department of Public Works is tracking vehicle idle times within the Materials Management and reporting out as part of their monthly KPI's. In terms of transitioning to CNG/RNG vehicles, the Department just ordered 5 new CNG refuse trucks as part of the replacement schedule. (DPW)
- Completed a benchmarking analysis on energy efficiency, renewable energy and carbon reduction goals - at the municipal level and community level. (OSPM)
- Calculated that we have reduced carbon emissions for municipal operations by 28% when comparing 2019 to 2008, exceeding the Paris Climate Accord short term goals. (OSPM)
- Built and implemented a tracking process for over 300 energy utility accounts across more than 200 facilities via Energy Star. (OSPM)
- ELC is currently evaluating and testing several different types LED fixtures and developing standards and specifications for our Citywide LED conversion. We have pilots currently running in all 3 wards of the City and are the process of collecting feedback from various stakeholders. Our testing also includes commissioning and testing of the Sensus Flex Net Vantage Point wireless control system. We are still on schedule to start the Citywide replacement in the first quarter of 2021." (ESD)
- Intervened in CE MPSC VGP and DG cases in March 2020 and submitted testimony in June. (OSPM, Legal)
- We have added various electric and hybrid vehicles to the -fleet in the past year. Currently 43% of our feet utilizes alternative fuels. (Facilities/Fleet)
- A component of our asset management plan is to invest in projects that will increase our energy efficiency in our facilities. We have completed several projects whereby we have replaced older heating and cooling equipment with new more efficient equipment. These investments will result in an approximate annual savings of \$100,000 in utility and operational costs. (Facilities/Fleet)



# Health and Environment

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## **Obj. 1 Carbon Emissions/Climate Resilience**

- Reviewed avoided CO2 emissions through kW power produced from waste (1 kWh = 1.56 lb CO2) projections from Biodigestion and RINS projects. Construction is still on going. (OSPM)
- Analyzed several different options for installing solar at Butterworth Landfill. In partnership with Consumers Energy, determined that the City can install solar at Butterworth behind the meter and supply our primary circuit, but any excess electricity generated would be placed on Consumers' grid and only compensated at \$0.03/kWh. (OSPM)
- Leveraged free consulting support from NREL via the SolSmart program to conduct a techno-economic analysis of solar for 8 facilities (Butterworth Landfill, LMFP, WRRF, Fire Station, City Hall, MARB, Police Station and DASH parking lot). (OSPM)
- Developed a Renewable Energy Strategy that includes CE portfolio, efficiency, solar, biodigestion and RECs. We need to decide on solar RFPs before we can finalize our 100% renewable energy strategy with cost estimates. (OSPM)
- Amended the zoning ordinance to provide greater flexibility in the placement of residential solar installations.–This ordinance –change along with other implementation actions (updating the online solar panel installation guide, training all electrical inspectors, and partnering with NLC to conduct an analysis of how solar friendly our ordinances are) led to our designation as Silver certified for SolSmart in Feb. 2020. During the Master Plan update process, we will continue to engage residents and the community in hopes of furthering solar installation options. (OSPM, PDD)
- Worked in partnership with Planning Dept. on energy requirements for marijuana facilities. In October 2019, Commission approved a cannabis licensing ordinance that includes environmental sustainability requirements (2030 District participation and energy consumption reporting; environmental sustainability plan; predictive energy load analysis; 50% more efficiency lighting for grow operations). We are one of the first municipalities to incorporate robust environmental sustainability requirements into a cannabis regulation. (OSPM, PDD)
- Created an environmental best practice guide for the cannabis industry in partnership with the USGBC, which is available on the Grand Rapids 2030 District Cannabis page. (OSPM)
- Funded a planning project to create a Community Collaboration on Climate Change (C4). The C4 was launched in July 2019. The City submitted and received an \$18,500 6-month planning grant from the Wege Foundation in November of 2019. Due to COVID, the planning work was delayed, but we did fully expend the grant funding in FY20. The intention is to submit a grant request in Q1 of FY21. (OSPM)



# Health and Environment

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## **Obj. 1 Carbon Emissions/Climate Resilience**

- Continued to engage on local and federal legislative items for energy and carbon (EECBG, utility data, CAFÉ, ICC). We supported the Powering MI Forward package of bills on renewable energy. We submitted a letter of support for the Mayors Support the Solar Investment Tax Credit - HR3961 and S2289 - in September 2019. The Mayor voted in the International Code Council's vote on the International Energy Conservation Code to encourage more energy efficiency and renewable energy in the energy code in Dec. 2019, which is ultimately adopted by the State of MI. 11 other City staff with voting eligibility were educated and encouraged to support these same measures. The revisions that passed are expected to result in a 10% decrease in energy consumption for buildings across the community. In addition, state have the option to adopt a zero-code appendix that would allow local jurisdictions to require Zero Code. We submitted comments to the MPSC in June of 2020 encouraging them to extend prohibitions on energy utility shut offs. The Mayor signed onto a letter with other MI mayors in opposition to DTE's Integrated Resource Plan that was submitted to the MPSC. The Mayor submitted a letter to the US Congress in support of extending the Federal Investment Tax Credit for solar. (OSPM, Leg Affairs)
- In partnership with UCC, designed a residential engagement program on affordability, health, energy and carbon for residents within the NOF via our Zero Cities Project. The UCC received \$25,000 to serve as the City's equity partner. UCC and the City met with a large number of energy efficiency, emergency utility support, utilities and state agencies involved in residential energy programs to ensure there was a thorough understanding of the existing programs in GR and to develop an effective engagement strategy. In partnership with the UCC, the City of GR was part of a successful grant application from Summit Foundation to explore opportunities to continue the residential pilot from the Zero Cities Project. UCC received \$10,000 to continue to partner with the City to explore this opportunity. (OSPM)
- SolSmart silver level certification awarded early 2020. (OSPM, Development Center)
- Reviewed each site plans and LUDS permit application to ensure that tree canopy requirements are being satisfied in development projects. Planning staff has begun to work with the urban forestry committee on an update to the city's tree canopy map. (PDD)
- Operationalize the forestry sustainability plan. Leverage Urban Forest group and Friends of Grand Rapids Parks for tree planting Forestry Operations continues to focus on proactive work based on the goals of the sustainability plan. Vacant staff positions and three major storm events in FY20 caused delays in production. Funding for FY21-FY25 was reduced by \$500,000. Focus on adjusting the sustainability plan to reflect these impacts is top priority going forward. (Parks and Recreation)





# Health and Environment

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## **Obj. 1 Carbon Emissions/Climate Resilience**

- Worked to preserve the tree canopy from exotic and invasive species such as emerald ash borer, oak wilt, and asian long-horned beetle. Ash treatments continued in FY2020. 1,300 ash trees are currently receiving treatment on a three-year rotation FY2020 saw 443 trees treated. Pruning on Oaks is suspended during the months of April – November to prevent occurrences of Oak Wilt. (Parks and Recreation)
- In addition to the continuation of our past practices of ensuring canopy replacement through the LUDS permit, ensuring adequate stocking and soil volume for street trees in our Vital Streets plantings, training tree caretakers in collaboration with FGRP via the Neighborhood Forester program, planting trees with our neighborhood partners during the Mayor's Greening initiative (MGI), and pruning over 2000 trees for improved growth; we entered into a new partnership venture with FGRP to hire local youths to water the newly planted MGI trees. As a part of this project not only are young trees better watered than they were before but youth are educated in the importance of urban trees which should in turn foster a new generation of tree advocates. (Parks and Recreation)

## **Obj. 2 Green Space/Recreational Activities**

- Increased marketing, communication, partnerships and leveraged funding by filling new marketing and partnerships FTEs (Parks and Recreation)
- The community passed an evergreen millage for park maintenance and capital improvements, adopted millage investment guidelines and began planning for implementation (Parks and Recreation)
- Created River For All Trail Guidelines and Grand River Corridor Implementation Plan (Parks & Recreation)
- Purchased kayaks, stand-up paddle boards, and spin bikes for expanded recreation offerings (Parks and Recreation)
- Expanded summer camp at MLK Park to serve 200 neighborhood youth (Parks and Recreation)
- Supported new volunteer coordinator position through Friends of Grand Rapids Parks; with coordination on revamped "Adopt a Park" program (Parks and Recreation)
- Continued refinement of acquisition strategy. Department leadership, in conjunction with the Parks Advisory Board, has developed a land acquisition scoring matrix to vet all properties. Seven sites have been identified as potential acquisition sites, adding potentially 38 acres to the parks system.- (Parks and Recreation)





# Health and Environment

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## **Obj. 2 Green Space/Recreational Activities**

- The Park Maintenance Plan has been formally documented. SOPs have been developed and staff trained. (Parks and Recreation)
- All Thrive Outside activities have been in Neighborhoods of Focus. In FY20 we added two free outdoor fitness classes to Neighborhoods of Focus. (Parks and Recreation)
- We added two free outdoor fitness classes to our regular offerings and are partnering with our sponsors to expand this program into the fall. (DGRI, Mobile GR, Priority Health). With the onset of COVID - the department offered 6 free virtual classes each week. Objective was on track prior to programming cancellations due to COVID. (Parks and Recreation)
- Our Community's Children completed this as part of year 1 of the Thrive outside grant. Metric will be tracked annually for all events and programs developed through the grant. (Parks and Recreation)
- We have employed over 25 youth in outdoor jobs. (OCC)
- A standardized scoring system has been developed. We are currently in the process of putting all 75 parks through the scoring assessment which considers both capital and maintenance conditions. An electronic inspection sheet has been created that can be accessed in the field on a tablet or any other electronic device. Use of tablets in the field should be live soon. The department was on track to successfully execute a phased plan to bring park scores to the benchmarks set in the strategic plan. With the financial impact of the pandemic, attainment of this goal will be delayed. A timeline will be developed and shared during FY21. (Parks and Recreation)

## **Obj. 3 Water Resources**

- Initial negotiation, coordination, and design efforts for Godfrey Ave sewer separation and reconstruction projects proceeded. (Engineering)
- Coordinated lead water service line replacement in conjunction with Water on road projects. (Engineering, Water)
- Facilitated Drinking Water Revolving Fund preliminary design engineering and approval of the project plan at City Commission. (Engineering)
- Completed our first daylighting project (Richmond Park) and entered into agreements for development of a second project at Blandford Nature Center (ESD)
- Released watershed song, video and coloring book, updating stormwater educational materials. (ESD)



# Health and Environment

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## Obj. 3 Water Resources

- Create and implement PFAS Minimization Program. The Industrial Pretreatment Program (IPP) submitted a source evaluation and reduction plan to EGLE in April 2018 and a PFAS monitoring plan submitted September 2018, both were approved by EGLE. IPP has submitted monthly WRRF PFAS sampling analysis reports to EGLE, as well as three interim reports, six status reports and 1 summary report that detail progress made in implementing the PFAS minimization program. Currently, there are 12 industrial user PFAS sources; compliance meetings were held with each source, compliance schedules have been received from 8 facilities, two facilities have installed GAC pretreatment systems and 4 facilities are pending installation of treatment systems in 2020. The dates of installation have been pushed back due to covid-19 issues as facilities were temporarily closed. IPP continues to monitor facility progress through monthly milestones reports submitted by facilities and have created a PFAS efforts to date summary sheet detailing our efforts with the PFAS program. (ESD)
- Green infrastructure has been included in multiple park projects including Plaster Creek Family Park, Raspberry Field, and Richmond parks. (Parks and Recreation, ESD)
- Increase street tree planting levels to help reduce pollutants from stormwater runoff. Street trees planted as part of vital streets projects and forestry sustainability plan. Forestry is working on a new planting model in conjunction with Friends of Grand Rapids Parks to coordinate a tree giveaway program where potted trees are provided to homeowners that request a tree for planting in the tree lawn. Homeowners and residents will plant the trees with assistance from Forestry staff and Certified Neighborhood Foresters. (Parks and Recreation)
- The Department of Public Works continue to maintain all vegetation management sites, including green infrastructure. (DPW)
- Green infrastructure data is not available until check prints are returned and the data is entered into GIS, typically over the winter. Data from 2019 indicated that we are up to 2.1M gallons of stormwater are being infiltrated from City projects since we started tracking it for the Green Infrastructure Portfolio Standards in 2018. Additionally, we are treating 2.6 acres for water quality. These numbers will increase drastically as Vital Streets begins to perform more reconstruction projects. (ESD)
- Three staff members became NGICP instructors in February. Working with Grand Rapids Community College (GRCC), LGROW, and the other instructors in the area that were certified in February, we completed an NGICP curriculum that was customized for West Michigan. Using the new curriculum, GRCC will hold an NGICP class this fall. (ESD)



# Health and Environment

*The health of all people and the environment are advocated for, protected and enhanced.*

## **Obj. 3 Water Resources**

- Participate in Lower Grand River Organization of Watersheds and work with internal depts for the Good Housekeeping portion of the Municipal Separate Storm Sewer Permit Stormwater staff participates on all Lower Grand River Organization of Watersheds (LGROW) committees, except for the sub-watershed committee. In addition, we have a staff member on the Executive Committee of LGROW. Internally, every new City employee receives stormwater training. In 2020, Public Services staff received Industrial Stormwater Operator certification, which enables them to perform inspections to ensure that good housekeeping practices are being followed. (ESD)
- Completion of Lake Michigan Filtration Plant Pretreatment Plate Settler project which increased the plant's ability to treat water as well as created flexibility in treatment operations. (Water)
- Implemented new lead and copper rule and investment plan. Created the Local Drinking Water Advisory Council. (Water)
- Appointment of the Water System Manager to the State Water Advisory Council. (Water)

## **Obj. 4 Minimize Waste Generation and Promote Diversion**

- The Materials Management Operational and Financial Assessment RFP was issued, consultant selected and approved by City Commission, and the Assessment initiated. (DPW, list other key partners)
- Quality Improvement Grant received from EGLE/The Recycling Partnership and accepted by City Commission. (DPW)
- The Compost Facility has been constructed and is almost ready to begin compost operations. All site work completed, buildings erected, and scale installed. City Commission approved the contract with Compost Operator - WeCare Denali. Staff is working through the details to finalize this contract with composting operations to begin this fall. The City submitted application to State of Michigan EGLE for registering the site as a Compost Facility (DPW, Engineering)
- Planning was completed to launch a zero-waste pilot program for several facilities in partnership with DPW, Facilities and West MI Janitorial Services. Facilities terminated its contract with an outside vendor that was used for collecting recycling from many facilities due to how limited their recycling program was and entered into a contract with our own DPW to provide recycling services to our facilities. (OSPM, Facilities, DPW)



# Health and Environment

*The health of all people and the environment are advocated for, protected and enhanced.*

## **Obj. 4 Minimize Waste Generation and Promote Diversion**

- Authorized a contract with Home Repair Services ("HRS") of Kent County Inc. for the Low-Income Refuse Collection Program. HRS provides income qualification for City residents to participate in the Low-Income Refuse Collection Program. When a resident qualifies, a 32-gallon refuse cart is provided by the Department of Public Works and collected at no cost once per week. Continuing this important income qualification service advances the City Strategic Plan priority of equity. (Executive)

## **Obj. 5 Health Disparities**

- In 2019, staff developed a method to identify proposed projects that may be at-risk for lead exposure based on the year a structure was constructed and the scope of work involved. Staff is now in the process of developing a standardized email template to notify at-risk project applicants of the lead exposure risk and provide educational resources for lead abatement. (PDD)
- Reviewed the TACTIC report recommendations and proposed implementation approach presented to the City Commission in May during the FY 2021 budget discussions. (Code Compliance, CD)
- Worked with legislature on funding flexibility for lead hazard control grants from the CHIP grant from the State. Participated in a press conference with the House Democratic Caucus on a legislative package that will address and promote lead hazard prevention. Provided legislative recommendations in the final report of the Lead-Free Kids GR Advisory Report to the City Commission (Legislative Affairs)
- Launched a lead awareness and education campaign in Fall 2019 to provide targeted marketing and educational outreach to residents in 49507, 49504, and 49503 zip codes to increase awareness and usage of strategies for hidden dangers in homes and yards to reduce lead exposure. (Legislative, Communications, CD)
- Secured \$5.5 million in grant funds for lead hazard control programs. This comprises \$1.3 million in MDHHS Lead Hazard Control Community Development (CHIP) and \$4.2 million in HUD Lead Hazard Reduction grant funding. (CD)
- Established a Homeless Outreach Team. (CD, GRPD, GRFD, Executive)
- Invested, in partnership with the Downtown Development Authority, \$100,000 in the Public Inebriate Center at Mel Trotter Ministries —to divert profoundly intoxicated homeless persons -from hospitals, jail, and the streets. (GRPD, GRFD, CD)





# Health and Environment

*The health of all people and the environment are advocated for, protected and enhanced.*

## **Obj. 5 Health Disparities**

- Meetings were held December 2019 - March 2020 with Invest Health and KCHD to explore partnering on mental health challenges and work started with KCHD to gather data. An initial data set was developed. (CS/I)
- Began participating in state and federal lawsuits regarding opioid abuse and use any received resources to decrease opioid abuse in Grand Rapids. Weitz and Luxenberg continues to advocate a coordinated approach between the state and the municipalities in order to maximize the monetary recovery for everyone – an approach adopted in Ohio and Texas. (Legal)
- Alison Sutter, Sustainability and Performance Management Officer, was appointed to the Governor's first council on environmental justice (Michigan Advisory Council on Environmental Justice). (OSPM)
- Customer Service and Innovation continues to meet monthly with Invest Health to discuss a Health in All Policies strategy (CS/I)
- The Urban Agriculture Committee has researched policies and best practices for six areas of urban agriculture and has submitted recommendations to the Planning Department for consideration. Topics include backyard chickens, bees, small livestock, edible landscaping, accessory structures, and farm stands. (Parks and Recreation)
- Reviewed UofM Environmental Justice Report identifying five of GR's census tracts in the top 10 statewide for environmental injustice and began exploring data sets used. (OSPM, CS/I, Engineering)
- Capstone Project with GVSU data Science department for 2019-2020 to develop a solution to report out on air quality data that is being collected on the multiple sensors throughout the City - partnership with Seamless/GVSU and the City. The project was completed, and a report generated. Our goal would be to continue to have these engagements with students around data stories and analysis around areas of interest for the City: lead, affordable housing, river restoration, mental health, etc. (CS/I)
- Supported utility collaboration and efforts for the development and installation of Portland Loo at Weston/Division. (Engineering)



# Mobility

*Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.*

## Create an accessible multi-modal transportation experience and reduce single-occupant vehicle travel

Percent of Annual Trips to Work where People Use Transit, Walking, Biking and Ride Sharing

19.7%

of Annual Trips

7/1/17 - 6/30/18

✗ Goal Not Reached

FY2023 Goal 55.0%

[See More](#)

Percent of Residents Very or Moderately Familiar with Modes of Transportation Used as an Alternative to Driving a Car

68%

of Residents

7/1/19 - 6/30/20

Measuring

[See More](#)

## Operate and maintain the City's transportation network and work with partners to connect to the regional transportation network

Percent of Roads in State of Good Repair (70% or Better with 5+ PASER Rating)

60.52%

of Roads

7/1/18 - 6/30/19

✗ Goal Not Reached

FY2030 Goal 70.00%

[See More](#)



# Mobility

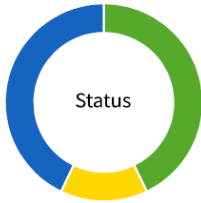
*Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.*

## Objective 5.1



Progress 72%

Owner: Josh Naramore



- On Track
- Some Disruption
- Completed

| %     | # |
|-------|---|
| 42.86 | 3 |
| 14.29 | 1 |
| 42.86 | 3 |

Activity: 7

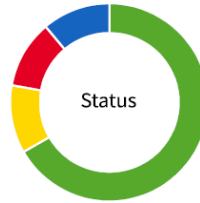
Create an accessible multi-modal transportation experience and reduce single-occupant vehicle travel.

## Objective 5.2



Progress 54%

Owner: Josh Naramore



- On Track
- Some Disruption
- Major Disruption
- Completed

| %     | # |
|-------|---|
| 66.67 | 6 |
| 11.11 | 1 |
| 11.11 | 1 |
| 11.11 | 1 |

Activity: 9

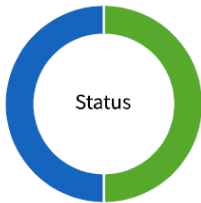
Pursue innovative, 21st century mobility options.

## Objective 5.3



Progress 74%

Owner: Josh Naramore



- On Track
- Completed

| %    | # |
|------|---|
| 50.0 | 3 |
| 50.0 | 3 |

Activity: 7

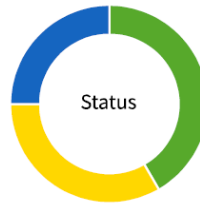
Develop an effective, customer responsive parking system.

## Objective 5.4



Progress 57%

Owner: Josh Naramore



- On Track
- Some Disruption
- Completed

| %     | # |
|-------|---|
| 41.67 | 5 |
| 33.33 | 4 |
| 25.0  | 3 |

Activity: 13

Operate and maintain the City's transportation network and work with partners to connect to the regional transportation network.



# Mobility

*Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.*

## **Obj. 1 Multi-Modal Transportation**

- Transit Ad Policy was completed and presented to City Commission for consideration in Oct. 2019. Commission requested that policy be broadened to advertising in all public right of way, including parks. Targeting Fall 2020 for City Commission consideration of expanded policy. (Mobile GR, Executive)
- 22 transit shelters were installed with 68% of these in the NOF in the first year of installation. (Mobile GR)
- Completed request for proposals (RFP) and awarded contracts for purchase and installation of bike parking facilities. Worked with CIAs to identify needs and funded first year of implementation. Budget numbers reflect total expenditures and reimbursements from DDA, MNTIFA and CIAs for FY20 and FY21. (Mobile GR)
- Standard operating procedures for bike lane maintenance are in process. (Mobile GR)
- The Grand Rapids Sidewalk program inspected 3,121 locations in Fiscal Year 2020. Those inspections resulted in 1,870 locations replaced. This puts our 15-year inspection program (of which we are in year 6) at 36% complete. (Engineering)
- Completed the first two of four years in converting the City's pavement markings to durable materials. (Mobile GR)
- Completed the first year of the Sidewalk Snow Support pilot project during the 2019-2020 snow season, but only had one qualifying snow event. (Mobile GR)

## **Obj. 2 21st Century Mobility Options**

- Coordinated multiple City departments and local agencies for Laker Line development and implementation. (Engineering)
- Carshare request for information (RFI) was completed before pilot project was put on hold due to COVID. (Mobile GR)
- Pilot GO! Bus Plus launched in May 2020 and will last for 6 months. This project stems from the Ford City of Tomorrow challenge and is in partnership with Ford, Kaizen Health and the Rapid. (Mobile GR)
- RFI and RFP were completed for scooters and bikeshare. Vendors (Spin and Gotcha) awarded contract for pilot. Pilot launch slated for Wednesday, September 29. (Mobile GR)
- We have established a motor pool of vehicles at various city facilities to allow city staff to share vehicles. We will also be collaborating with our Mobility Department to expand the Dash operations to include more city facilities. (Facilities/Fleet, Mobile GR)





# Mobility

*Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.*

## **Obj. 2 21st Century Mobility Options**

- Mobile GR initiated a 3rd party agreement for a pilot in MLK Park neighborhood to see if shared car rides/rentals. Did connect neighborhood & NAC with the Ride to Work program, Hope Network and other transportation resources. (Mobile GR)
- May Mobility autonomous vehicle (AVGR) service launched in August 2019 and was running successfully until March 13 when service was suspended due to COVID. 67,237 rides had been provided prior to COVID service disruption. (Mobile GR)
- Three additional electric vehicle charging stations installed and vehicles purchased for FY2020. (Mobile GR)

## **Obj. 3 Parking**

- Working with partners in the area of the Ryerson Library like GRCC and Spectrum Health about facility and campus plans that include future parking developments. (Mobile GR, Executive, PDD)
- Completed RFP and draft development agreement for the Wedge Project and development partner selected. (Mobile GR)
- Downtown Residential Parking policy was completed and approved by City Commission. Spaces are currently available for leasing. (Mobile GR)
- Monthly Parking Virtual Permit Management System was completed and launched. (Mobile GR)
- Replaced Smarking with Socrata in December 2019 for parking analytics. (Mobile GR)
- All the agreements were approved by City Commission for off-street parking access revenue control equipment upgrades. Equipment has been ordered and delivered. Installation was delayed by COVID. (Mobile GR)



# Mobility

*Innovative, efficient and equitable mobility solutions are safe, affordable and convenient to the community.*

## Obj. 4 Transportation Network

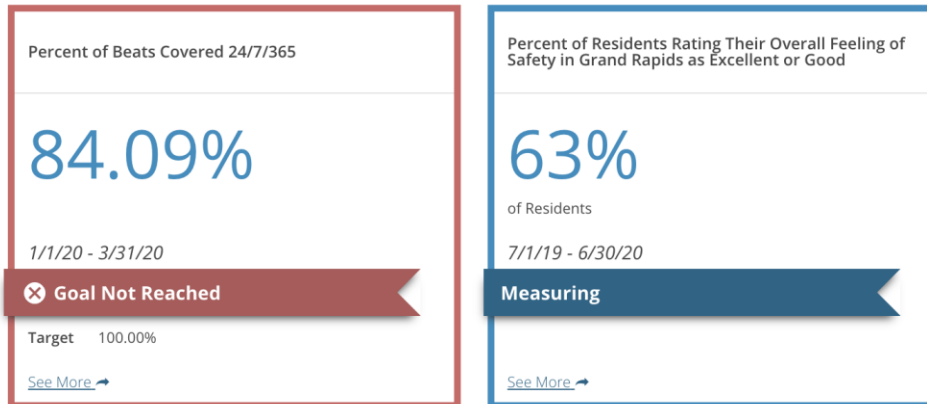
- Adopted a standardized method for applying pavement warranties on local agency projects, in conjunction with Michigan Municipal League, County Road Association, MDOT, Federal Highway Administration-Michigan, Michigan's Local Technical Assistance Program (LTAP), municipal road agencies . (Engineering)
- Dedication of new Public Rights-of-Way for Ottawa Avenue Extension from Cherry Street to Oakes Street was accomplished as part of the Studio C development. (Engineering)
- Pursued Ottawa two-way conversion feasibility study in collaboration with Traffic Safety/Mobile GR and DGRI. (Engineering)
- Leveraged MDOT project management and Vital Streets initiatives to coordinate transportation investments with regional partners. There were a number of projects, Madison Avenue – Franklin Street to Wealthy Street, Broadway Avenue, Eastern Avenue – Hall Street to Franklin Street, Michigan Street, Market Avenue and the I-196 WB reconstruction that leveraged MDOT and Vital Streets investment. The \$4,452,026 Vital Streets investment leveraged \$27.9 million in MDOT investment. The Michigan Street, Market Avenue and I-196 WB projects benefitted not only the City but our regional partners as well. Finally, the City (\$90,000) partnered with Grand Rapids Township (\$235,000) to resurface the Leffingwell Trail between Leonard Street and Knapp Street. (Engineering)
- All local signal agreements were updated and renegotiated before approval by City Commission in May 2020. The signal strategy is in draft form and being reviewed. (Mobile GR)
- During FY2020, the City invested approximately \$14.9 million in Vital Streets funds. This investment was done at 63 locations throughout the City and improved 19 miles of our streets. Approximately \$2.1 million of Federal/State grants were leveraged. (Engineering)
- Ottawa/Ionia - Fulton to Michigan Design Charrette was completed in Dec. 2019. Design was finalized and will be bid in early 2021 for summer 2021 construction. Street will remain as a one-way street, but pedestrian improvements including curb radii and intersection treatments will be made as part of the project to allow for two-way conversion in the future. (Mobile GR, Engineering)
- Equitable Economic Development and Mobility Strategic Plan was completed and presented to City Commission in January 2020. (Mobile GR)



# Safe Community

*All people feel safe and are safe at all times throughout the community.*

**Provide professional community oriented policing services to enhance trust,**



**Create a shared understanding with the community regarding timely, equitable and effective safety outcomes and align performance expectations and resource investments accordingly**



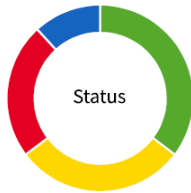
# Safe Community

All people feel safe and are safe at all times throughout the community.

## Objective 6.1

Progress 32%

Owner: Scott Gray



|                  | %     | # |
|------------------|-------|---|
| On Track         | 35.29 | 6 |
| Some Disruption  | 29.41 | 5 |
| Major Disruption | 23.53 | 4 |
| Completed        | 11.76 | 2 |

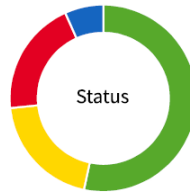
Activity: 20

Develop knowledge and skills across City departments to better prepare for emergencies with a particular focus on our ability to deliver safety services to vulnerable and historically marginalized populations.

## Objective 6.2

Progress 33%

Owner: Scott Gray



|                  | %     | # |
|------------------|-------|---|
| On Track         | 53.33 | 8 |
| Some Disruption  | 20.0  | 3 |
| Major Disruption | 20.0  | 3 |
| Completed        | 6.67  | 1 |

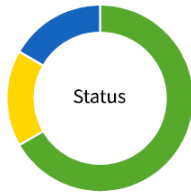
Activity: 21

Create a shared understanding with the community regarding timely, equitable and effective safety outcomes and align performance expectations and resource investments accordingly.

## Objective 6.3

Progress 38%

Owner: Allison Farole



|                 | %     | # |
|-----------------|-------|---|
| On Track        | 66.67 | 4 |
| Some Disruption | 16.67 | 1 |
| Completed       | 16.67 | 1 |

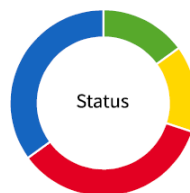
Activity: 6

Enhance partnerships within the community to recover from significant incidents that occur in the City.

## Objective 6.4

Progress 61%

Owner: Dan Adams



|                  | %    | # |
|------------------|------|---|
| On Track         | 15.0 | 3 |
| Some Disruption  | 15.0 | 3 |
| Major Disruption | 35.0 | 7 |
| Completed        | 35.0 | 7 |

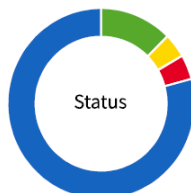
Activity: 30

Provide professional community oriented policing services to enhance trust, and ensure the legitimacy of the police department and the safety of every resident, business and visitor.

## Objective 6.5

Progress 87%

Owner: Connie Bohatch



|                  | %     | #  |
|------------------|-------|----|
| On Track         | 12.5  | 3  |
| Some Disruption  | 4.17  | 1  |
| Major Disruption | 4.17  | 1  |
| Completed        | 79.17 | 19 |

Activity: 24

Support efforts to ensure all residents have safe, stable and permanent housing.





# Safe Community

*All people feel safe and are safe at all times throughout the community.*

## **Obj. 1 Emergency Preparedness**

- Equipment Operator Nate Bazen was awarded the 2019 Kent County Emergency Medical System non-transport provider of the year. (GRFD)
- Battalion Chief Dave Noorman attended the Eastern Michigan University Executive Fire Officer Program. (GRFD)
- Began developing all-hazards, whole community Emergency Operations Plan (EOP). (GRFD/Emergency Management)
- Parks SOPs have been updated to include emergency plans. (Parks and Recreation)
- Recent civil unrest and the GRPD response demonstrated that an adequate number of personnel are trained in ICS and that there are more than 3 employees trained for any one of the ICS tasks (operations, administration, etc). The GRPD will continue to provide training and conduct exercises in coordination with the GRFD and Emergency Manager to ensure this level of training and performance remains in effect. (GRFD, GRPD)
- The department is utilizing its new RMS to streamline the reporting of commercial building and housing condition referrals. Information is gathered directly from incident and inspection records. Reports are sent to Code Compliance and the Development Center as they are generated. (GRFD)
- Fire prevention has ensured accurate data sharing using the Tolemi data aggregator and commercial building referral forms. Fire prevention will continue to share information with Treasury through the Accella system. The Fire Marshal continues to work with the Tolemi team. (GRFD)
- Improved data sharing between the Fire, Police, and Code Compliance departments. GRPD liaison officers assigned to Code Compliance have access to the Accella program. GRPD has developed an approval process for sharing police reports to Code Compliance related to an official investigation. The Grand Rapids Fire Department has worked with Code Compliance to share fire damage reports (Code Compliance, GRPD, GRFD)
- GRFD piloting "Responder-to-vehicle" alerting system through HAAS (heedful audio alert system). Per Assistant Chief Brown: Nine new HAAS devices were received to install in new fleet vehicles. (GRFD, Emergency)



# Safe Community

*All people feel safe and are safe at all times throughout the community.*

## **Obj. 1 Emergency Preparedness**

- There are several locations that have benefited from Design Team and the City's multi-disciplinary approach to projects this year: Tremont Boulevard includes a shared use path along the length and adjacent to Union High School. The Plainfield Avenue sidewalk project completes an important pedestrian corridor along a busy trunkline within the City of Grand Rapids and connects existing sidewalks in Grand Rapids and Plainfield Townships. 3 Mile Road – Fuller Avenue to East City Limits provides bike lanes to a narrow high-speed corridor and connects the neighborhood on the south side with sidewalk. Hastings Street non-motorized pathway will provide an important connection between Medical Mile, Grand Valley State University, Belknap Lookout neighborhood and Highland Park. The City investments in these projects of \$8,920,316, also leverages \$2,071,184 by MDOT and others. (Mobile GR, Engineering)
- Facilitated Nonmotorized Trail Easement & MOU for the Hastings Connector Park in coordination with GVSU (Engineering)
- Facilitated and managed bid and award of Riverwalk Trail Crossings at Bridge Street and Michigan Street at the Grand River (Engineering)
- Emergency Manager coordinated PPE resource requests to the Michigan State EOC
- Continued ICS/NIMS training for all City employees – to continue efforts to ensure compliance with the National Incident Management System.
- Emergency Manager obtained ICS Train-the-Trainer certification – 1 of 2 steps to become formal ICS instructor.

## **Obj. 2 Emergency Response**

- Lt. Josh Veldkamp, Lt. Curtis Walsh and Lt. Joaquin Martinez were deployed to Florida and South Carolina for Michigan Task Force 1's response to Hurricane Dorian. (Fire)
- The Emergency Management Administrator has assessed the capabilities of the EOC and EOC personnel. (Emergency, GRFD)
- Maintained updated SOPs and 311 scripts to ensure proper emergency response. ESD updated our emergency SOPs in November and review them on a regular basis. (ESD)
- For 311 scripts, the front office is currently in the process of reviewing all of our 33 scripts and will continue to do so annually. (CS/I)



# Safe Community

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## **Obj. 2 Emergency Response**

- Currently hiring mental health professional and have deployed opioid response policies, including use of Narcan. Every patrol officer is currently deployed with Narcan. (Police)
- The department is also in the process of forming a Mental Health Team to coordinate with local resources when addressing those experiencing crisis, non-violent substance abuse issues and similar calls for service. (GRPD)
- Activated EOC in response to High Wind event on September 11, 2020
- Activated EOC for COVID-19 response on March 13 – still activated virtually
- Activated EOC in response to civil unrest/demonstrations May 30 through June 6

## **Obj. 3 Recovery from Emergencies**

- The Emergency Management Administrator is working with Kent County and Ottawa County to develop an application to apply for Hazard Mitigation grant funds to support the development/update to the Hazard Mitigation Plan that expires in 2022. (GRFD)
- The Emergency Management Administration began the process to develop an all-hazards, whole community Emergency Operations Plan. The Basic Plan of the EOP is in draft form. 15 out of 17 Emergency Support Functions are in draft form. (GRFD)
- Developed AAR/IP for September 11 High Wind event
- Developed AAR/IP for first quarter response to COVID-19
- Developed AAR/IP for Civil Unrest/Demonstration incidents
- Established COVID-19 Resilience and Recovery Work Group

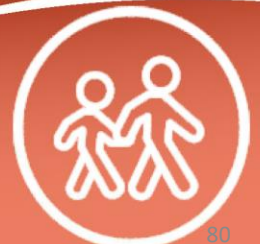


# Safe Community

*All people feel safe and are safe at all times throughout the community.*

## **Obj. 4 Community Oriented Policing**

- The department has reviewed the recommendations from the Staffing & Deployment Study with an eye towards providing the best service to the community in the most efficient manner possible. In line with the recommendations, the department has started to transition positions historically filled with sworn personnel to non-sworn personnel. This has allocated several sworn positions to be redeployed to patrol functions. In spite of these efforts, the COVID-19 pandemic and subsequent budget crisis has led to a hiring freeze and a halt on the hiring of non-sworn personnel. (GRPD)
- The department achieved its second annual reaccreditation from CALEA for law enforcement and is in the process to receive CALEA (GRPD)
- Annual reports and their review are part of the department's operations and CALEA standards. The Office of Research & Planning was also created in order to research and identify best practices in order to improve GRPD operations and administration. These efforts will be ongoing and continue to help the agency meet strategic goals. (GRPD)
- Joined the National Police Foundation Open Data Initiative and looked into other similar platforms that could be helpful. The GRPD currently provides data, including Use of Force, to the NPF Open Data Initiative The Office of Research & Planning is currently looking into other platforms where the data can be shared, but will continue to provide data to the City's metric dashboards in order to remain transparent. (GRPD)
- Continued to publish IAU stats on Annual report via department website The GRPD Internal Affairs Unit (IAU) publishes its data in the department's annual report and online. (GRPD)
- GRPD has stressed positive non-enforcement contacts, added 2 CPS positions, and continues to find ways to partner with organizations at events to connect with the community. (GRPD)
- City Commission adopt CPTED Ordinance and accompanying fee schedule completed - August 2019 (Planning, Development Center)
- CPTED Specialist has met with all business associations and is in the process of individually meeting with all affected business owners. Funding has not been appropriated so the desire to create an education and awareness campaign on CPTED principles and the ordinance is being held for a future year. (PDD)
- Launched the Office of Oversight and Public Accountability in August of 2019 and retained a permanent Director in May of 2020. (Executive, OPA)
- The Strategic Planning Process for OPA began in September of 2019. The Plan was originally scheduled to be completed near June of 2020; however the engagement process was interrupted due to COVID -19. It should be noted that OPA's Draft Strategic Plan was released in August of 2020. (OPA)





# Safe Community

*All people feel safe and are safe at all times throughout the community.*

## **Obj. 4 Community Oriented Policing**

- Create and Launch OPA's Webpage and Social Media Platform to increase communication with community and elevate resident voice in public safety operations. OPA's social media platform and webpage have been created and are active. Additionally, OPA worked with other City departments to create the TRUE Action - Reimagining Policing (Police Reform) webpage. (OPA)
- OPA worked in partnership with community stakeholders to design a citywide Expungement Symposium. The symposium was postponed due to COVID. (OPA)
- Activated the Emergency Operations Center to respond to the civil unrest/demonstrations in May/June. (GRFD/Emergency Management)
- Created a scorecard to track progress on 20+ police reform initiatives the City Manager and Chief of Police committed to after the protests and civil unrest on May 30 in response to the murder of George Floyd. Helped support collaboration across the Executive Office, Police Department, OPA, Legal Department, Court and Equity and Engagement to provide police reform updates to Commission and the public. (OSPM)
- Create and Launch OPA's Webpage and Social Media Platform to increase communication with community and elevate resident voice in public safety operations. OPA's social media platform and webpage have been created and are active. Additionally, OPA worked with other City departments to create the TRUE Action - Reimagining Policing (Police Reform) webpage. (OPA)
- Proposed three new full-time positions – OPA, PIO (Police/Communications), Chief of Staff (GRPD)
- June 5 Public Update on Policing in Grand Rapids (Executive, Police, OPA)
- Announced Operational Changes to Improve Policing and hosted a Digital Town Hall on Policing in Grand Rapids on June 10 (Executive, GRPD, OPA, OEE, Legal)
- Launched four-part Healing Tensions training with staff in partnership with the National Equity Project (OEE)
- Created the Black Lives Matter video on window murals (Communications)
- Announced Grow1000 Youth Employment Initiative on June 16 (OCC, Executive, CD)
- Advised and collaborated with GRPD to review and revise the Use of Force Policy in response to race relations and civil unrest. Contributed extensive hours preparing and responding to multiple MDCR complaints. (Legal)



# Safe Community

*All people feel safe and are safe at all times throughout the community.*

## **Obj. 5 Safe, Stable and Permanent Housing**

- Formed the Homeless Outreach Team (HOT) comprised of first responders to provide a front-line access point and resource for unsheltered persons in the community. (GRPD, GRFD) line access point (GRFD, GRPD)
- Engaged in community systems efforts to address homelessness that included serving on Governance Committee of the Kent County Essential Needs Task Force (ENTF); Coalition to End Homelessness (CTEH) Steering Committee and subcommittees; and KConnect Housing Security Design Team and Housing Stability Alliance. (CD)
- Secured an additional \$3.16 million in federal funding (Emergency Solutions Grants-Coronavirus) to address issue of homelessness related to the COVID-19 pandemic. (Legislative, Executive, CD)
- Invested in -short-term rental assistance in which 124 households received up to six months of assistance to increase housing stability. (CD)
- Invested in rapid re-housing services in which 40 households were assisted in exiting homelessness and achieving housing stability. (CD)
- Invested in homelessness prevention services in which 19 households were assisted in averting homelessness. (CD)
- Invested in eviction prevention services resulting in 41 households being assisted and remaining in their rental units.. (CD)
- Invested in neighborhood efforts to proactively identify and resolve -exterior housing and nuisance code violations. As a result eleven neighborhood organizations contacted -698 property owners about code violations and 50% were resolved through self-compliance. (CD)
- Completed health and safety improvements in 83 homes occupied by low- and moderate-income households, including lead-based paint remediation in 47 of those units. .(CD)
- Increased safety in targeted areas by organizing and educating residents through activities that include organizing block clubs, conducting home security surveys, and identifying and resolving neighborhood public safety. As a result, 381 housing units received safety improvements; and 2,827 people received training on personal safety and/or safety design features and practices for their homes. (CD)
- Issued 2,901 Certificates of Compliance for rental properties resulting in nearly 92% of all occupied rental dwellings being compliant with the Property Maintenance Code. It should be noted that inspections were suspended during the 3rd and 4<sup>th</sup> quarters of FY20 due to COVID- 19 and State Executive Orders. (Code Compliance)



# Accountability

*Always acting with integrity and being responsible for what we do and say.*

- Office of Oversight and Public Accountability created, and Director hired
- Performance Management reports presented, Commission prioritization workshop hosted, metric dashboard created, software platform launched
- Created a performance based initial budget and then revised it twice; implemented a \$23 million budget reduction from previous year
- Passed a Legislative Priority Agenda
- Published a Comptroller's Report for Fiscal Committee meetings
- Finalized the Equitable Economic Development and Mobility Plan
- Announced and began implementing Police Reform commitments
- Formally documented a Parks Maintenance Plan

# Collaboration

*Working together in partnership with others; teamwork.*

- Implemented Retail Specialist program with DGRI and Grand Rapids Area Chamber of Commerce
- Completed Housing Needs Assessment with Housing Next, Grand Rapids Area Chamber of Commerce and Frey Foundation
- Launched Master Plan scoping in partnership with community
- Fiscal Services, Office of Sustainability and Performance Management, Office of Equity and Engagement, Engineering and Executive Office collaborated on budget process
- Hosted the 6th annual Grand Rapids Neighborhood Summit
- Hosted a Taskforce on Elected Representation





# Customer Service

*Professionally serving those who live in, work in or visit the city. Providing respectful excellent, high quality service and assistance before, during and after the person's interactions with the City.*

- Maintained City services throughout COVID-19 pandemic
- Operated the Emergency Operations Center during windstorm, COVID-19 and civil unrest
- Expanded language access and began offering Spanish for Commission meetings
- Created the Above Customer Expectations (ACE) awards program for staff
- Renovated City facilities to offer all gender restrooms, nursing rooms and signage in Spanish
- Launched Organizational Development program to serve staff and implemented new employee benefits (parental leave, sick leave, bereavement, telework, parking incentive)
- Increased ease of installing small scale solar
- Enhanced awareness of the Principal Residence Exemption
- Partnered on the inaugural ArtPrize Project 1
- Launched the Digital Workplace intranet solution
- Improved transit stops



# Equity

*Leveraging City influence to intentionally remove and prevent barriers created by systemic and institutional injustice.*

- Transitioned to the Office of Equity and Engagement
- Established three employee resources groups
- Hosted Equity Foundations, Healing Tensions and LGBTQI+ Awareness Training
- Adopted the Humane Rights Ordinance
- Designed, in partnership with community, an Expungement Symposium
- Implemented over a half million dollars in Third Ward Equity Fund projects
- Contracted with local organizations to fund accessible business training and resource delivery to underserved entrepreneurs
- Increased Micro-Local Business Enterprise (MLBE) registrations by 75% and awarded more than \$15 million in engineering contracts to MLBEs
- Approved more than \$14 million in FY2021 operating projects that advance equity
- Created an Equity Evaluation Process for Economic Development investments and contracts
- Launched the Equitable Grand River Restoration Initiative and secured a full time Equity Analyst
- Prepared the regional five-year Consolidated Housing and Community Development (HCD) Plan
- Implemented Indigent Defense Rules



# Innovation

*Challenging how things have been done before. Fulfilling community needs by offering new ways to serve our customers and enhance operations. Being nimble, self-aware and open to feedback.*

- Passed a cannabis licensing ordinance that includes environmental sustainability requirements and a social equity policy
- Partnered with MSU on PFAS destruction technology
- 3 staff became National Green Infrastructure Certified Practitioners
- Created the Homeless Outreach Team (HOT)
- Piloted a sidewalk snowplow removal program
- Launched the Community Collaboration on Climate Change (C4) where community will create the climate change agenda
- Created social zones



# Sustainability

*The ability to be maintained; making decisions with an understanding of how those decisions will impact the environment, people and communities, and finances, both today and in the future.*

- Reduced fossil fuel consumption and utility costs; achieved a 29% carbon emissions reduction compared to 2008
- Operationalized the Forestry Sustainability Plan
- Implement a residential engagement program on affordability, health, energy and carbon in partnership with the UCC via the Zero Cities Project
- Passed a \$530M FY2021 budget based on financial sustainability, equity and environmental protection
- Kicked off an employee wellness program focusing on financial, mental and environmental health
- Prioritized lead paint remediation work
- Offered Thrive Outside recreational offerings in Neighborhoods of Focus
- Continued lead service line replacements and Vital Streets investments
- Piloted the May Mobility autonomous and electric vehicle shuttle
- Invested in the River for All
- Passed the Parks millage





# Mission

*To elevate quality of life through excellent City services.*

## **Department Abbreviation Key**

- CD – Community Development
- CS/I – Customer Service and Innovation
- DC – Development Center
- DPW – Department of Public Works
- ED – Economic Development
- ELC – Energy, Lighting and Communication
- ESD – Environmental Services Department
- GRPD – Grand Rapids Police Department
- GRFD – Grand Rapids Fire Department
- HR – Human Resources
- IT – Information Technology
- OCC – Our Community's Children
- OEE – Office of Equity and Engagement
- OPA – Office of Oversight and Public Accountability
- OSPM – Office of Sustainability and Performance Management
- PDD – Planning, Design and Development



September 25, 2020

Office Of Sustainability and  
Performance Management